

COLORADO



Formula For Success⁴



WIA Program Year 2005 Annual Report
Submitted jointly by the Colorado Workforce Development Council and
the Colorado Department of Labor and Employment



Bill Owens
Governor, State of Colorado

I am proud to present **Formula for Success**⁴, Colorado's sixth annual report on the state of the Workforce Investment Act (WIA). This year's report is testimony to how Colorado's workforce system successfully responded to the administration's call for innovative and collaborative workforce solutions geared to meet business demands for a skilled workforce.

Colorado's ability to successfully compete for jobs in a fast moving global economy hinges on our efforts to reinvigorate regional economies through the development of human capital. Our workforce system's agility to link with economic development, education and industry created workforce solutions that met employer needs for competent and work ready employees, and further assured job seekers the opportunity to find meaningful employment.

This year, more employers used the workforce system's services, and greater numbers of job seekers sought our services through internet-based points of access. The workforce development system was able to meet this increased demand through collaborative ventures that employed innovative service strategies and new technologies to increase access to services and develop the worker preparation pipeline.

Colorado's workforce system served over 250,000 citizens this past year and provided training for nearly 11,000 of them. In addition, the WIA system infused over \$40 million into regional economies to increase education, training, and employment opportunities. And for the sixth year in a row, the system met its federally mandated performance standards. The system continues to expand its reach and stands ready to serve Colorado as it positions its workers for a human capital advantage.

I encourage you to read this report to see the regional and State efforts to remain competitive in the rapidly changing world economy.

A handwritten signature in blue ink that reads "Bill Owens." The signature is written in a cursive, slightly stylized font.

Governor Bill Owens



**Message from Mark Pingrey
Workforce Development Council Chair
(Executive Vice President, Heritage Banks)**

During this sixth year of WIA, I am gratified that the Colorado Workforce Development Council has sponsored Continuous Improvement, Business Outreach, and utilization of technology to enhance workforce services in Colorado. The results of this approach have fueled the state's local workforce system and their business and community based partners to perform at high levels of achievement and promote regional economic development.

I am also pleased to report on the effectiveness of the State Youth Council and its awarding of over \$200,000 in grants to support innovation in local youth activities, reward best practices, and promote the powerful partnership with businesses and education entities that has produced the E3 Career Fair and the Governor's Proclamation of September as Workforce Development Month. Our Business Outreach subcommittee has developed and funded the statewide marketing taskforce that devised these concepts, and the Council will continue to support their efforts in the future.

This year Colorado's Workforce Investment Act (WIA) Annual Report details the dynamic strength of our workforce system, and chronicles the results generated by our local and state level partners during this challenging year of economic slowdown. I am encouraged by the ability of our staff and the strength of local alliances to forge strong and impressive initiatives that focus on issues that are critical to the economic health of our state, that drive the performance of our system and influence the competitiveness of our business partners. Through their commitment to the work of the Workforce Development Council and regional Workforce Investment Boards, employers throughout Colorado continue to contribute their leadership skills and guidance that strengthen the state and the workforce system.

Overall, I am confident the CWDC and its subcommittees will provide the support that the local WIBS and their workforce centers require to keep achieving excellence in all their endeavors, and that we shall continue to empower our regions and boards to reinvigorate the economic system in Colorado. The Council vision of "building a skilled, internationally competitive workforce for the 21st century" remains a guiding principle for the work in this state.

Mark Pingrey
Chair, Colorado Workforce Development Council



**Message from Rick Grice
Executive Director, Colorado
Department of Labor and Employment**

Formula for Success⁴, the sixth annual report on the state of the Workforce Investment Act (WIA) in Colorado, illustrates the innovative workforce solutions and strategic partnerships the State's workforce system has created. As a state and regional economy, we continued to make great strides in restoring prosperity despite the economic challenges facing our state and the nation. Colorado's workforce development "system" added support to our recovery through creative alliances with targeted industries and education. These efforts were manifested through increased assessment and training opportunities, and an infusion of over \$10 million to develop collaborative ventures designed to meet the labor demands of our high-growth industries. Empowered by these partnerships, the Colorado workforce system met its federally mandated performance standards for the sixth year in a row.

In Program Year 2005, the workforce development system focused its efforts on the state's critical skill shortages and addressed specific initiatives. In healthcare, worker shortages have reached critical levels and stand to impact the quality of life for all citizens. The "system" worked with industry and education to increase the number of workers, the quality of these workers, and to reduce the time required to produce these workers. In manufacturing, workers are being displaced as jobs are outsourced. To address this problem, the "system" implemented lay off aversion programs to support educational and skill upgrades to keep workers employed, and thereby helped retool and keep businesses in Colorado. Other initiatives provided educational opportunities and employment for low-skilled individuals, those with limited English proficiency, individuals with disabilities, older workers, at-risk youth and/or ex-offenders.

The aforementioned projects are but a few examples of the many successes the workforce system accomplished during this program year. I invite you to read this report to further appreciate how the WIA programs have increased the competitiveness of the state's workforce.

A handwritten signature in black ink that reads "Rick Grice". The signature is written in a cursive, flowing style.

Rick Grice
Executive Director,
Colorado Department of Labor and Employment

Table of Contents

State Summary

Executive Summary

State Vision	10
--------------------	----

Formula For Success⁴

Partnerships	13
Talent Development	14
Economic Transformation	14

State Profile

Governance of Colorado Workforce Investment Areas	16
Labor Market Conditions	18
Colorado Workforce Investment Areas Map	20

Partnerships

Colorado Workforce Development Council (CWDC) Business Outreach	22
Rapid Response	24
Local Employment Dynamics	26
Project TRAIN	28

Talent Development

Continuous Improvement Management System	29
Performance Incentive Grants	29
Discretionary Grants	33
Displaced Homemaker Grant	37

Economic Transformation

Wells Center	38
National Policy Development	39
Waivers	40
Automation Initiatives	40
State Youth Council	42
Governor's Summer Job Hunt	43

Cost Effectiveness Analysis

State Evaluation Activities	48
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Local Regions

Adams County One-Stop Career Center

Regional Profile	51
Partnerships	53
Talent Development	55
Economic Transformation	57

Arapahoe/Douglas WORKS!

Regional Profile	60
Partnerships	61
Talent Development	63
Economic Transformation	66

Workforce Boulder County	
Regional Profile68
Partnerships73
Talent Development76
Economic Transformation78
Denver Division of Workforce Development	
Regional Profile81
Partnerships87
Talent Development89
Economic Transformation93
Pikes Peak Workforce Center	
Regional Profile96
Partnerships98
Talent Development	100
Economic Transformation	104
Larimer County Workforce Center	
Regional Profile	107
Partnerships	110
Talent Development	115
Economic Transformation	118
Colorado Rural Workforce Consortium	
Regional Profile	121
Partnerships	122
Talent Development	122
Economic Transformation	125
Broomfield County Sub-Region	126
Eastern Sub-Region	128
Mesa County Sub-Region	130
Northwest Sub-Region	132
Pueblo Sub-Region	134
Rural Resort Sub-Region	139
South Central Sub-Region	140
Southeast Sub-Region	142
Southwest Sub-Region	144
Upper Arkansas Sub-Region	148
Western Sub-Region	149
Tri-County Workforce Center	
Regional Profile	152
Partnerships	153
Talent Development	155
Economic Transformation	159
Employment Services of Weld County	
Regional Profile	163
Partnerships	165
Talent Development	167
Economic Transformation	174

Formula For Success⁴



*Partnership + Talent Development
= Economic Transformation*

STATE SUMMARY

Executive Summary

Formula For Success⁴ marks the State Workforce System's continued evolution to a demand-driven system, and reflects the innovative workforce solutions and strategic alliances supporting this transition. As a State, we continued to meet or exceed the federally mandated performance standards and strengthened the worker preparation pipeline to meet critical industry needs. These efforts were accomplished through Partnerships, Talent Development and Economic Transformation, the tenets embodied in this year's report. We believe our success has been realized through the collaborative efforts of business, economic development, and state and local partners who share the common vision of creating a competitive workforce for the 21st century.

This year the Colorado Workforce Development Council (CWDC), the Colorado Department of Labor and Employment (CDLE), and the local workforce boards engaged in creative alliances with industry, economic development, and education. These collaborative public and private ventures infused over \$10 million to support the enrollment, training, and placement of the unemployed, underemployed and incumbent workers into high-wage jobs. Additionally, the system effectively involved community organizations, community colleges and other providers of training and education in these business-led projects. Such partnerships reflect the critical importance of education, employment, and economic development to the State's competitive edge and empower the system to be responsive to local issues.

Key accomplishments were:

- Establishment of the **Work, Education and Lifelong Learning Simulation (WELLS) Center**, a jointly funded public, private and USDOL High Growth Job Training Initiative that targets Colorado's nursing shortage. This first of its kind facility integrates three-dimensional computerized anatomy tools with computer-controlled mannequins for clinical training and faculty development programs accessible by schools of nursing and hospitals statewide.
- Receipt of the \$15 million **USDOL WIRED grant**, enabling a coalition of 8 workforce regions, businesses, economic development, and education partners to create long-term strategies for talent development to meet industry needs for high-skilled, high-wage workers
- Evolution and system wide participation in the State Workforce Development Council's **Continuous Improvement Management System (CIMS)**
- Cross-regional support for the **Metro Workforce Investment Board** initiative to develop regional strategies for program efficiency, effectiveness and innovation





During a training session, WELLS Center faculty "saves the life" of the computerized mannequin, as the virtual simulation program simultaneously displays the human arterial system impacted by the medical interventions.

- Creation of **regional projects**, focused on energy, manufacturing, and other high-growth industries, which were spearheaded by local WIBs

Colorado continued to be challenged by its flat economic recovery and national economic conditions. State partners, local regions and their boards worked hard to meet these challenges and, in the process, became more resourceful and employed technology to further innovate services to meet the increased demands. Within each of Colorado's nine federally-recognized workforce regions, a myriad of promising practices were developed to meet increasing customer demand and economic challenges. Among the

outstanding initiatives were:

- **Adams County Workforce and Business Center's** partnership with University of Colorado Hospital, the University of Colorado School of Nursing, and Regis University to address the critical nursing shortage through **clinical scholar and BSN training** for incumbent workers
- **Arapahoe/Douglas Works! 50+ and Fabulous Program**, a multi-region collaborative effort designed to help workers over 50 years old successfully transfer their skills to high-skilled in-demand occupations.



- **Colorado Rural Workforce Consortium's**
 - **Eastern Sub-Region Second Chance and Turning Point Programs** to transition youth and adult offenders into the workforce
 - **Pueblo Sub-Region Healthcare Workforce Initiative (HWI)**, a coalition of business, education, and community organizations, which was awarded a USDOL High Growth Grant to address shortages of health care workers
- **Denver Division of Workforce Development's Denver International Airport (DIA) Workforce and Business Centers**, serving over 700 DIA businesses with recruitment services and incumbent worker training initiatives
- **Larimer County Workforce Center's Youth Conservation Corps (YCC)**, a revenue-generating/self-sustaining youth employment program, which is supported by public/private funding and provides service projects for the environment and community
- **Pikes Peak Workforce Center's Military Spouses Program**, funded by the US Dept. of Labor and in partnership with 5 area military installations, to speed the reemployment of dislocated military spouses and Department of Defense (DOD) civilian personnel in high demand occupations at competitive wages
- **Jefferson County Workforce Center's Process Technology Program**, in collaboration with Red Rocks Community College and major employers within the energy and manufacturing industries to increase training opportunities and fill critical worker shortages
- **Weld County's partnership with the Rocky Mountain Industry Training Center** at Laramie County Community College in Cheyenne, WY, to increase regional employer/incumbent worker access to their Integrated Systems Technology Program
- **Workforce Boulder County's** which provides employer sponsored work scholarships and internships, plus specialized work readiness training, for at-risk youth and young adults

The lessons of PY04 have strengthened our resolve to promote dynamic and sustainable partnerships geared toward producing a skilled and competitive workforce, and empowering Colorado businesses to compete in the global economy.



Formula for Success⁴

The challenges that are emerging for Colorado, its business partners, and the state's workers demand that effective partnerships are forged with businesses in targeted sectors of the state's economy. It is essential to the health of the state's economy that local businesses have the skilled workforce needed to maintain a competitive edge in the growing global competition for the provision of goods and services. To achieve this, we recognize that the state must provide the high quality of education and increased training opportunities that are needed to develop talent with the skills in demand, enabling businesses to compete in the rapidly changing world market. The Formula for Success⁴ is a template to ensure that industries in this state can achieve a competitive position and the workforce and educational systems become the critical pipeline for the human capital that is needed for economic success. The establishment of effective, responsive and resilient regional partnerships to effect innovation and redesign of service delivery systems is vital to our efforts.

The workforce system's commitment to excellence and innovation has been an energizing force for the system's initiatives and accomplishments during the program year that just ended. The collaboration between State and local partners, CDLE and the Colorado Workforce Development Council, promoted the achievement of a state-of-the-art, demand-driven infrastructure and created dynamic initiatives that produced another year of excellent performance and fostered

an environment in which local WIBs and workforce centers have the tools to achieve significant results throughout the system. The tenet of strong local collaborations, driven by effective use of technology and alliances with industry and economic development, has facilitated business buy-in within the local labor market areas and earned excellent results. This dynamic comprises the next chapter of our "formula for success" and is embodied in the following guiding principles:

PARTNERSHIPS

The creation of regional alliances of industry and economic development has produced partnerships that have addressed local labor market shortages and major issues facing employers and citizens in local areas. Dynamic partnerships have gathered information and provided many communities with network connections and funds to begin work on a variety of issues, from establishment of a multi-state energy industry coalition and the WELLS Simulation Center, to a statewide initiative to assess and identify worker skills necessary to compete for high paying jobs. Additionally, the Council and CDLE have formed task forces that have investigated the circumstances surrounding repeat offenders and their reentry into local communities and are drafting a solution to affect this population. They are also forming a task force that is formulating a revolutionary response to the healthcare occupation shortage facing the state in the next ten years.

It is essential to the health of the state's economy that local businesses have the skilled workforce needed to maintain a competitive edge in the growing global competition for the provision of goods and services. To achieve this, we recognize that the state must provide the high quality of education and increased training opportunities that are needed to develop talent with skills in demand, enabling businesses to compete in the rapidly changing world market."



TALENT DEVELOPMENT

CDLE and CWDC have both provided performance enhancing grants to increase the ability of Community Colleges to utilize technology for the creation of innovative and employer-led solutions to meet training needs. In addition, they have improved the ability of the workforce system to reach performance goals and expanded the data-based and fact-based labor market information that is provided to businesses and economists. The support and leadership of the State LMI and State Council have led to the implementation of the Longitudinal Employment Dynamics project and the initiation of the LMI Gateway, LMI's new web presence, which will make the process of retrieving labor market data easier, faster, and more flexible than before. We have also seen the active involvement of local workforce Directors and their WIBs in the recruitment and retention efforts of economic development activities within the state as follows:

- The locals have partnered with local Economic developers to conduct retention and growth studies for their areas and have hosted briefings for industry leaders showcasing the results on an Economic Opportunities report prepared by the University of Colorado Leeds School of Business.
- The locals have worked to create taskforces in their communities to explore job growth prospects and uncover unheralded industry sectors in the state.

- Local WIBs and the State Board have both taken proactive steps to encourage new employer-employee paradigms that will enable all Coloradoans to compete for high-skill jobs. Through local solutions, employers, local elected officials, regional workforce boards, and local economic development councils have provided the impetus to implement Colorado's strategic vision and produce the empowerment envisioned in the Formula for Success⁴.

ECONOMIC TRANSFORMATION

Utilizing the guiding principles and building upon the accomplishments of preceding program years, Colorado continues to construct a demand-driven, responsive workforce development system geared to meet the needs of Colorado's employers and working citizens. In addition, Colorado's workforce development system professionals have incorporated strategies from key lessons learned as follows:

- Solutions such as the WELLS simulation center and the initiatives of the WIRED grant are possible due to collaborations with industry, economic development and educational providers.
- Innovative use of technology is one of the keys to expanding the ability of the workforce to establish the knowledge and skills base needed by businesses in the future.

- Evaluation and assessment of effectiveness leads to increased levels of performance and drives excellence.
- Performance excellence is a required ingredient in the success of the economic system in the state and the region.
- Projects and performance are enhanced by regional partnerships, benefiting the business community and providing specific results. Broad based partnerships for the development of regional solutions enables the workforce development system to successfully assist customers with diverse needs.

STATE'S VISION

“Colorado’s Workforce development system uses coordinated public-private partnerships to address the continually changing needs of Colorado’s employers and working citizens to more effectively compete in the global marketplace.”

Utilizing the guiding principles and building upon the accomplishments of preceding program years, Colorado has constructed a demand-driven, responsive workforce development system geared to meet the needs of Colorado’s employers and working citizens.

WIA Performance PY05

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	104%	Entered Employment	102%
Employment/Credential	102%	Employment/Credential	97%
6 Month Retention	94%	6 Month Retention	96%
6 Month Earnings Change	145%	6 Month Earnings Change	117%

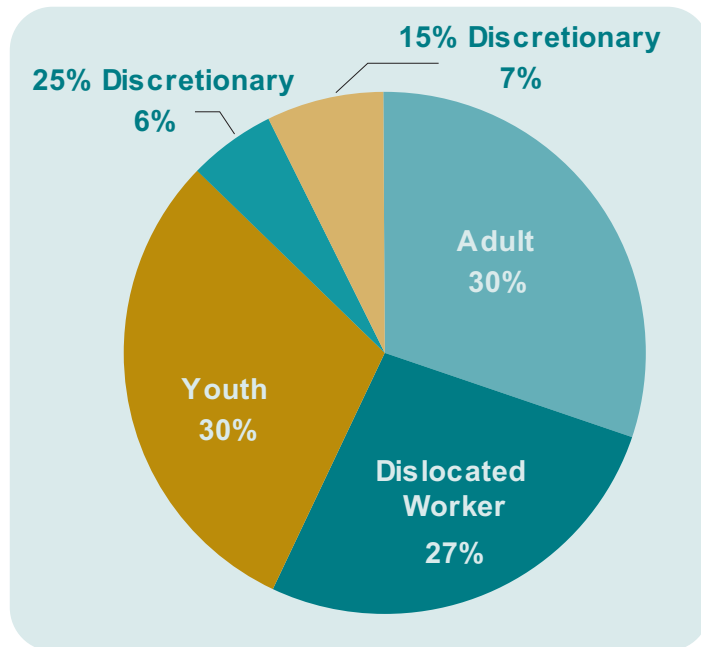
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	101%	Diploma	96%
Employment/Credential	94%	Skill Attainment	98%
6 Month Retention	102%	6 Month Retention	96%
6 Month Earnings Change	86%		

CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Employers	95%
Satisfaction - Job Seekers	101%

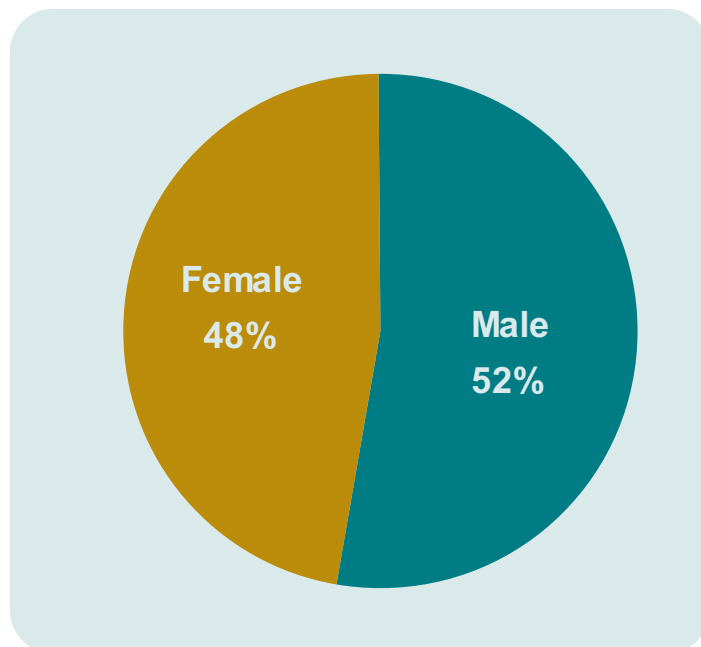


State Profile

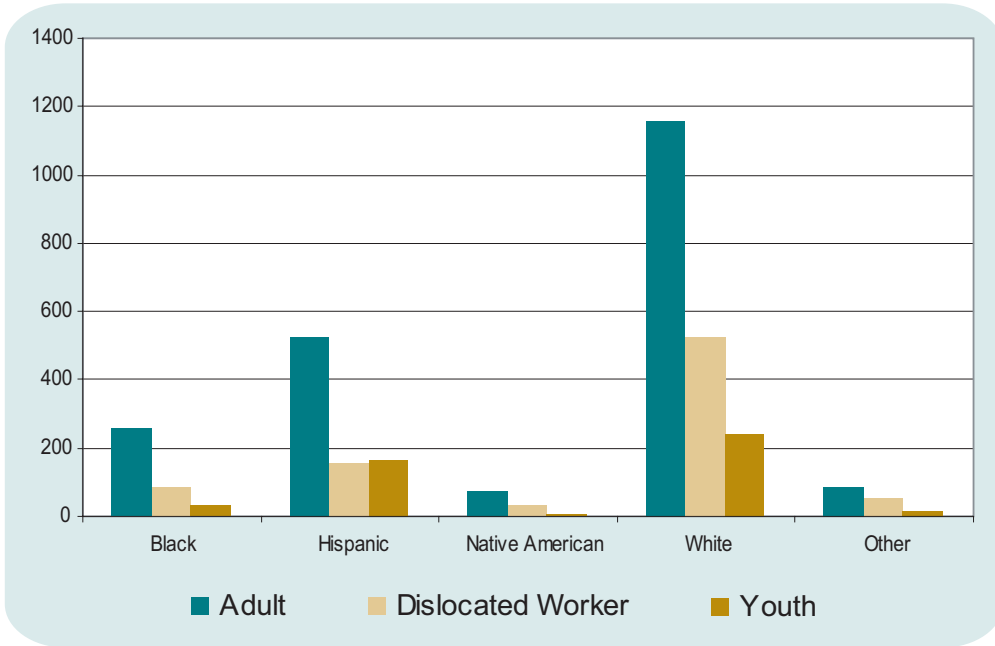
Statewide WIA Funding



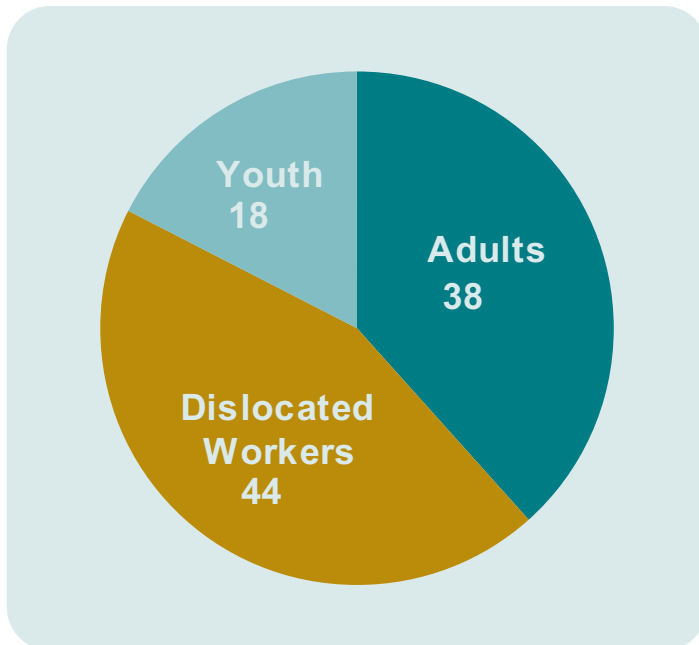
Statewide Gender



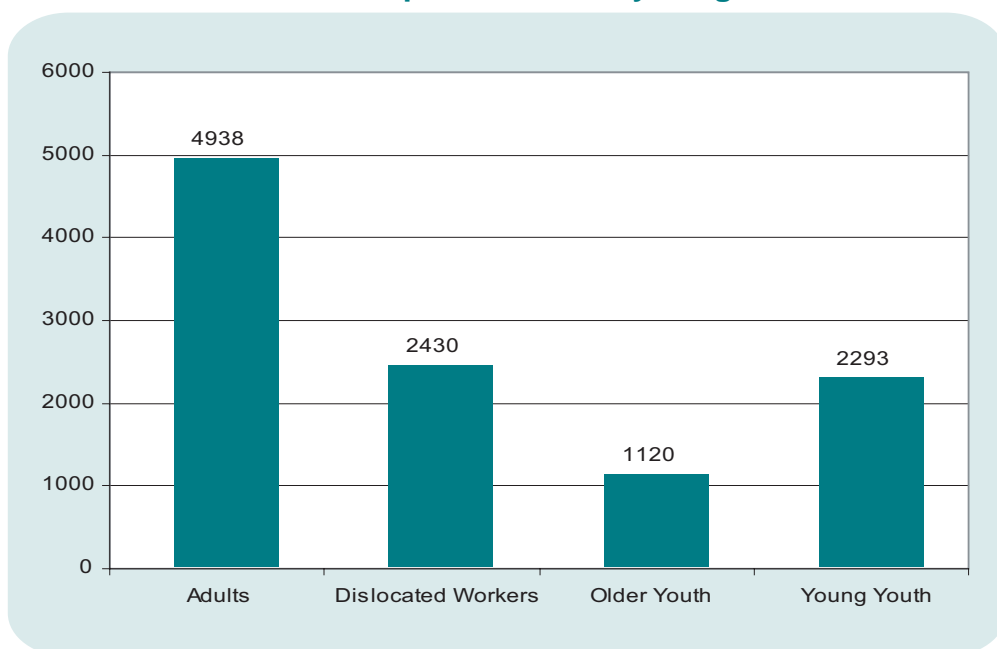
Statewide Ethnicity by Program



Average Age Per Program - Statewide



Total Participants Served by Program



LABOR AND WORKFORCE CONDITIONS

CDLE's Labor Market Information (LMI) office serves as a resource for data and analysis concerning labor market and economic conditions throughout the state. Using surveys completed by Colorado employers in concert with national data, LMI has provided the analysis and forecast of economic trends that appear below.

NATIONAL ECONOMIC CONDITIONS

Since posting a very weak annual growth rate of 0.8 percent in 2001, the rate of growth in Gross Domestic Product (GDP) increased each year through 2004. In 2005, the growth rate in GDP dipped to 3.2 percent from 3.9 percent. For 2002 to 2005, real GDP is estimated to have grown at an annual average rate of 3.2 percent or 0.3 percentage points less than previously estimated. Nearly two-thirds of GDP growth in 2005 derived from personal consumption expenditures (PCE). However, the domestic investment portion of GDP grew by 9.0 percent

and accounted for 23 percent of GDP growth. Total government expenditures grew by 6.6 percent, with the national defense portion of federal spending growing by 7 percent. The international trade balance of the United States continued to worsen in 2005. Imports to the U.S. exceeded exports by \$716.8 billion. However, the U.S. remains an exporter of services, sending a net \$74.7 billion of services overseas.

Through the first half of 2006, GDP growth appears to be decelerating. The preliminary estimate of second quarter GDP growth was 2.9 percent. This represented a sharp decline from the 5.6 percent growth rate posted in the first quarter of 2006. Analysts at the BEA attributed slower second quarter growth to a decline in PCE for durable goods, especially equipment and software, and nondurable goods, deceleration in exports, and a downturn in federal spending.

Total non-farm payroll jobs increased by 2,028,000 in 2005. This is the

second consecutive year with an increase, and the 1.5 percent growth rate in 2005 is up from 1.1 percent the previous year. Nearly 90 percent of the job growth in 2005 occurred in the service-providing industries.

Professional and Business Services led all industries in job growth, with a gain of 487,000, followed by Education and Health Services, which registered 389,000 new jobs. Trade, Transportation and Utilities and Leisure and Hospitality also enjoyed strong expansions adding 376,000 and 255,000 positions, respectively.

COLORADO ECONOMIC CONDITIONS

Overall, non-farm payrolls increased by 45,900 or 2.1 percent in 2005. The gain compared favorably to the gain of 26,800 jobs or 1.2 percent in 2004. Service-providing industries continued to dominate job growth in 2005, adding 35,800 positions, compared with 10,100 new hires in good-producing sectors. Sectors with the largest job gains were Professional and Business Services (+11,800); Construction (+8,600); Education and Health Services (+8,100); Trade, Transportation, and Utilities (+6,800); Leisure and Hospitality (+5,800); and Government (+4,500). Sectors with net job losses were Information (-4,000) and Manufacturing (-1,200).

Like the nation, Colorado's economy appears to have slowed during the second quarter of 2006. The over the year increase in nonfarm wage and salary employment decreased from 2.5 percent in January to 2.0 by mid-2006. After falling from 4.7 percent in January to 4.3 percent in February, March, and April, the State's jobless rate has moved back up to 4.7 percent. The average unemployment rate for 2005 was 5.0 percent.

We expect that the number of new jobs created in Colorado this year will be around 45,000, or just over 2 percent, while the unemployment rate will be slightly below last year's level.

COLORADO'S HIGH DEMAND OCCUPATIONS

According to the Denver Metro Job Vacancy Survey for spring of 2006, there were 39,700 vacancies open for immediate hire. Thus vacancies were 70.5 percent higher than in the spring of 2005. About forty percent of the estimated vacancies occurred in three industry sectors: Retail Trade, Accommodation and Food Services, and Health Care and Social Assistance.

Denver County had the most job vacancies, with 32 percent of all openings. Small to mid-size companies provided the most vacancies with 25,296. There were, on average, 24 vacancies per large private firm and 8 vacancies per Government entity, compared to an average of about 5 vacancies per small to mid-size employer.

COLORADO EARNINGS

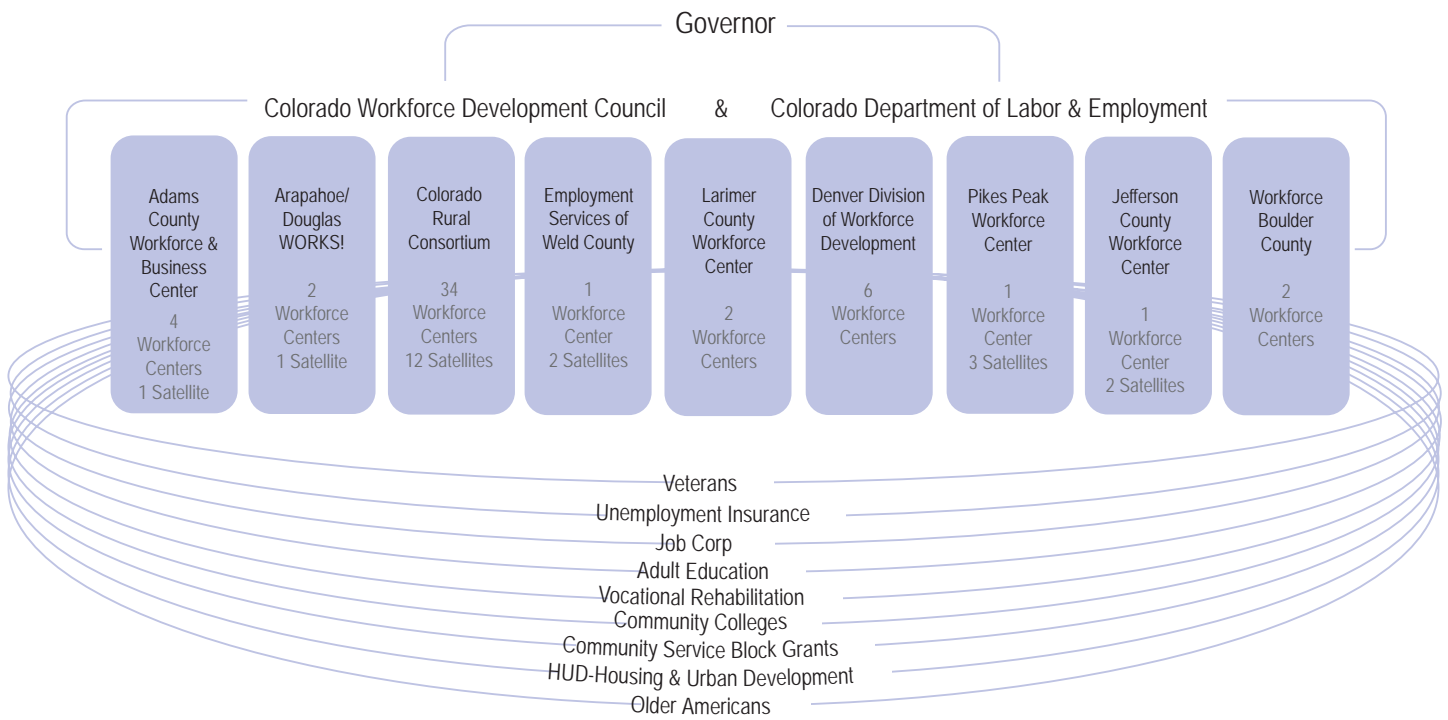
According to the monthly survey of Colorado businesses, average hourly earnings in 2005 were \$19.55 in construction and \$15.91 in manufacturing statewide; \$17.42 in the Denver-Aurora MSA.

In 2005, the average annual wage for all employees covered by unemployment insurance was \$41,599, up 3.3 percent from the average annual wage in 2004. Counties with the highest annual wages were Broomfield (\$51,688), Denver (\$50,076), and Boulder (\$49,140) while earnings were lowest in Mineral (\$18,772) and Dolores (\$19,812).

Like the nation, Colorado's economy appears to have slowed during the second quarter of 2006. The over the year increase in nonfarm wage and salary employment has slowed from 2.5 percent in January to 2.0 percent since the beginning of the year."



GOVERNANCE OF COLORADO WORKFORCE INVESTMENT AREAS



Through the power of marketing and outreach partnerships, workforce development was highlighted as an important community mission and a vital component to economic development, thus elevating the Colorado Workforce Center's brand identity throughout the state.

Partnerships

CWDC BUSINESS OUTREACH AND MARKETING COMMITTEE

Refining Mission

The Business Outreach and Marketing (BOAM) Committee of the State Workforce Development Council developed and conducted a survey of the marketing partners in November, 2005. The purpose was to assess the Workforce Development Month tactics as well as the overall direction of the marketing of the State's Workforce Development system. The following goals and strategies emerged from subsequent discussions among BOAM members and its statewide partners:

- Continuation of Workforce Development Month activities, with a metro focused job fair and locally focused events, forums, and roundtables.
- Development of marketing certification components to be added to the existing Continuous Improvement Management System process.
- Creation of a state-wide message for marketing: "(workforce region name) is part of Colorado's state-wide network contributing to economic vitality by providing business and employment solutions."
- Development of a strategy for engagement of Colorado's political candidates in the upcoming elections

- Continue to seek alternative funding options to market Colorado's Workforce Development System.

Local Support

The local workforce regions were provided with marketing funds from the BOAM Committee and the Colorado Department of Labor and Employment to develop local strategies to support local Workforce Development Month tactics and other, year-long approaches. Highlights included:

- Placement of 139 local, proactive news stories
- Over \$35,000 in sponsorships and in-kind contributions
- Community forums led by futurist Ed Barlow

Workforce Development Month

Workforce Development Month activities were successfully deployed in September 2005, culminating with a large metro event called the E3 Career and Resource Fair. The highlights of this event were a Morning Business Forum and an Afternoon Career Forum/Job Fair with workshops and resume critiquing.

STATE MARKETING TASK FORCE INITIATIVES

Marketing and outreach activities, supported by the members of the State Marketing Task Force, focused on aligning strategically with partners that could tell our story and strengthen our message. Through the

power of partnerships, workforce development was highlighted as an important community mission and a vital component to economic development, thus elevating the Colorado Workforce Center's brand identity throughout the state.

Business Partnerships

Arapahoe/Douglas WORKS! had extreme growth and success within private sector employment, hosting nearly 150 hiring events, and serving over 900 employers with 9,070 job openings. Sam's Club recognized A/D WORKS! as a model workforce service center, and a valued community partner.

Jefferson County Workforce Center held a Small Business Forum to demonstrate the power of partnerships with local private sector businesses. Over 55 small businesses learned first-hand about locating and retaining employees, developing customer service skills, and identifying essential resources.

Adams County Workforce & Business Center acknowledged their private sector partners at quarterly Employer Appreciation Events, designed to recognize current business customers, as well as to attract prospective ones in targeted industry sectors.

Economic Development Partnerships

Larimer County Commissioners approved funding for an 18-month economic development project to enhance the county's prized assets including its rural landscape, economic diversification, entrepreneurial activities, and the efforts to attract and retain a skilled and talented workforce. **Larimer**

County Workforce Center stepped up to be a partner in this important mission by raising awareness of employment and training services through special events and symposiums.

The Denver Office of Economic Development launched a new Web site, www.milehigh.com, dedicated to informing the public about workforce and economic development events and resources. Three new brochures were produced on business, employment and housing assistance.

Pikes Peak Workforce Center, to better link to economic development and the business community, built partnerships with the Biotech Committee of the Greater Economic Development Corporation of Colorado Springs, and also participated in statewide initiatives with a consortium of 23 other counties, the Action 22 Group. PPWFC launched a comprehensive Web site, www.ppwfc.org, showcasing its various services and offerings, with an easy-to-use interface and many resources.

Education Partnerships

Workforce Boulder County, through a unique collaboration with Front Range Community College's Institute for Community and Professional development, has become a central training agency for various nearby industries including alternative energy, technology, and manufacturing. The training supports self-sufficiency and efficiency of domestic and international marketing and production.



The continued working relationship between the State Rapid Response Unit and outplacement companies like Right Management and Lee Hecht Harrison and Associates has evolved, not as competition, but as a strong mutual partnership.

News Media Partnerships

The Colorado Rural Workforce Consortium, by partnering with Comcast Cable Company, produced several ads for their workforce centers tailoring media broadcasts to employers and potential job seekers. The ads highlight customers touting the benefits of the career centers and their many offerings.

Employment Services of Weld County, in conjunction with AIMS Community College, developed two promotional videos to market to employers. The videos aired on local television Channel 22 for 30 days.

Regional Partnerships

The Broomfield Sub-Region, realizing that businesses in the Denver Metro region aren't confined to mere county district lines, partnered with neighboring workforce investment boards to combine their message power and reach ten regions. Argus Event Staffing recognized the importance of BWC's mission, and asked for support in hiring for the opening of the Broomfield Event Center, an 80,000-square-foot, \$45 million city-wide entertainment center, housing over 130 annual events, concerts, and shows, as well as two professional minor league sports teams.

RAPID RESPONSE

Over the last year, the State Rapid Response Unit continued to utilize new and existing partnerships to market and increase visibility of the program statewide. As a result, we increased the number of dislocated workers we assisted with transition into new jobs, while focusing on Colorado's high growth industries, increasing economic development partnerships, and education. In

addition, the State Rapid Response Unit continued to provide services to displaced Limited English Proficiency (LEP) workers. With a bilingual staff member on board and through our partnerships with the Denver Hispanic Chamber of Commerce and the Society of Hispanic Human Resources Professionals, we reached out to the Spanish-Speaking community. We have also assisted the TAA program in presenting Spanish workshops when requested.

Partnership with the Colorado Bar Association

The Colorado Bar Association has given us the opportunity to educate attorneys about our program and services, which in turn gives the employment attorneys the ability to provide a full-range of services to their clients. As a result of these partnerships, the State Rapid Response Unit continues to receive referrals from employment attorneys from companies that otherwise would not have known about the services we provide.

Job Fair Company Partnerships

As our partnership with expo.com and jobing.com continues to flourish, we continue to develop a Speakers Bureau which allows us to participate in their job fairs. The Speakers Bureau is made up of people within CDLE and the Workforce Centers, who conduct workshops on everything from resume writing to Labor Market Information and job search strategies. The job fair organizers are allowed to select two speakers from our bureau, and in return, provide us a free booth at their functions (valued at \$1500). We have participated in approximately 12 job fairs this year, giving us the opportunity to reach more dislocated



workers and job seekers. Our booth at these fairs is staffed by the Workforce Centers and our Rapid Response personnel.

Outplacement Company Partnerships

Our continued partnerships with outplacement companies like Right Management and Lee Hecht Harrison and Associates have evolved, not as competition, but as strong mutual partnerships. These partnerships have given us the opportunity to participate in on-site workshops for those clients that are nearing the completion of their contracts with the outplacement companies. The workshops give us the opportunity to provide information about on-going services and educational opportunities that are available through the Workforce Centers statewide.

5th Annual E3 Career and Resource Fair

Once again, Colorado Governor Bill Owens, in a formal proclamation, declared September to be Workforce Development Month. Through the combined efforts of the State Rapid Response Team, the Governor's Summer Job Hunt Program, the Metro Marketing Team and the Colorado Workforce Centers, plans have been completed for our 5th Annual E3 Career and Resource Fair. The E3 Career and Resource Fair focuses on three critical elements of building a world-class economy: Employment, Education and Economic Growth. Among the 150 booths, 120 of which are specifically for employers, the majority are dedicated to the high-growth energy industry and to other high-growth employers, and the remaining booths are reserved for community resources and educational institutions.

The focus of this year's job fair is assisting the unemployed and underemployed gain access to opportunities in the energy industry. Résumé critiquing will be offered by trained workforce center specialists, and a "Spanish-Language Job and Resource Area" will be available for monolingual and bilingual Spanish-speaking job-seekers. Our media partnership with KUSA-TV 9NEWS allows us the visibility necessary to promote this event as the premier job fair event in the Denver Metro area. In addition to this job fair event, the Workforce Centers statewide are also organizing their own local events to promote "Workforce Development Month" and foster stronger relationships with local employers in efforts to build a stronger workforce.

Layoff Transition Workshops

The State Rapid Response team continues to promote the consistency of workshop content statewide. Through the cooperative effort of local Workforce Center and State staff, we have developed an outline that is followed at all workshops. The "Layoff Transition Workshop Packets," which are used in all the Rapid Response workshops statewide, are published and distributed by the State Rapid Response Unit. This year, at the suggestion of the US Department of Labor and Employment, we have updated our workshop materials to promote a more "self-directed" format. With this new format, we are better able to meet the needs of the entire Colorado dislocated worker population, some of whom do not have the opportunity or need to attend a 2-hour workshop. In addition, a revised and enhanced Unemployment Insurance video was completed, in both English and

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Spanish, which provides Unemployment Insurance filing and claim information. We also continued to provide Spanish-Language packets and Rapid Response workshops in Spanish.

Employers and Workers Served

During 2005 we served the following groups and provided the following services:

- 144 employers received layoff assistance services
- Of the 144 employers, 61 were affected by business closures and 83 laid off a portion of their employees
- 9 companies were TAA certified.
- 51 companies provided WARN notification to the State Rapid Response Dislocated Worker Unit.
- In total, 11,984 individuals were dislocated based on the highest number reported by each employer.
- There were 159 Layoff Transition Workshops provided throughout the state, with 2,869 dislocated workers in attendance.

LOCAL EMPLOYMENT DYNAMICS (LED) - LMI WEB SITE

Colorado LMI entered into a partnership with the Census Bureau to jointly implement web-enabled Local Employment Dynamics data for Colorado. Called "web site skinning," the project allowed web developers in Colorado LMI to use database query modules developed by Census Bureau

programmers. The query modules are "skinned" with CDLE's own web site design, thus allowing users of this site to query demographic and economic workforce indicators, such as employee turnover by industry and county. The Colorado LMI web portal for this data is at:

<http://www.coworkforce.com/lmi/LED/LEDHome.asp>.

LOCAL EMPLOYMENT DYNAMICS - MAPPING PROJECT

In partnership with the US Census, Colorado is one of 14 pilot states implementing the LED mapping project. Colorado is also a member of the National LED Steering Committee. Over last year the beta version of the mapping application was completed. Testing of the beta version was completed and the mapping tool is now available for use online. Data from this tool will provide quick and easy internet access to small area workforce maps showing travel patterns and worker characteristics. Information from this data can be applied to workforce planning, client services, labor market analysis and economic development.

JOBS IN COLORADO – ON-LINE PROJECTIONS BROCHURES

LMI has expanded its brochures possibilities to include sub-state regions, each focusing on occupational projections for a segment of the marketplace. For the State, and for each MSA, brochures include all top jobs, top jobs requiring Higher Education, and top jobs offering On-the-Job Training. While LMI can produce hardcopy brochures if necessary, all projections brochures are easily accessed on the LMI website.



WORKFORCE PRODUCTS AND SERVICES

LMI was reorganized in April 2006 with the specific objective of developing an increased focus on identifying and meeting specific customer needs. A primary LMI customer to benefit from this strategy is expected to be the State workforce development system. Toward this end, a position within the LMI organization was redefined to manage and execute this effort. An experienced trainer was also recruited and hired. This effort toward greater training and outreach with an increased responsiveness to customer needs will become fully operational August 2006.

NEW LMI WEB SITE

LMI Gateway, the name of LMI's new web presence, is expected to make its debut late summer or early fall of 2006. The new web system, currently in the process of being tested and installed, will make the process of retrieving labor market data easier, faster, and more flexible than before. Users will not only be able to customize their data and information queries in ways not previously available, the software has a powerful job search capability featuring spidering that jobseekers will find enormously useful. Training for key workforce center personnel will be provided by the LMI training section.

Home	Labor Market Analysis	Services for Individuals	Services for Employers	Products
Register or sign in here!				
Home				
Labor Market Analysis				
Industry	<u>Industry</u> Select this option to view industrial data such as projections and CES data.		<u>Occupation</u> Select this option to access employment/unemployment, supply and demand and other data.	
Occupation				
Labor Force	<u>Labor Force</u> Select this option to access employment/unemployment statistics and other labor force data.		<u>Income & Wages</u> Select this option to view survey based income and occupational wage or industrial weekly averages.	
Income & Wages				
Employers	<u>Employers</u> Select this option for information about employers in your area.		<u>Education</u> Select this option to find a training or educational program, as well as information on training providers and schools.	
Education				
Economic Indicators	<u>Economic Indicators</u> Select this option to access data such as CPI, tax revenues, and other information.		<u>Demographics</u> Select this option to access survey data for population and other Census Bureau data.	
Demographics				
Profiles				
Area Profile	<u>Area Profile</u> Select this option to view summary information for a selected area.		<u>Industry Profile</u> Select this option for an industrial profile of a selected area.	
Industry Profile				
Occupation Profile				
Comparisons				
Compare Areas				
Compare Industries				
Compare Occupations				
About this Site				
Colorado Department of Labor and Employment				

“A primary objective of the Disability Program Navigator is to assure full access for jobseekers with disabilities to program and services that enhance successful entry and reentry into the workforce; increase employment and self-sufficiency through direct links with employers; and ensure the necessary skills and knowledge of disability-related issues are available in the workforce delivery system.”

PROJECT TRAIN/ DISABILITY PROGRAM NAVIGATORS

Colorado continues to have **Project TRAIN** (Training Resources and Incentive Networks), which is comprised of over 85 members, representing multiple federal, state and local organizations, advocacy groups, and interested individuals with disabilities. The coalition, managed by the Colorado Office of Workforce Development (OWD), has been in existence for over 4 years and is recognized by the US Department of Labor as a national model for partnerships. The mission for the Colorado team is to provide youth and their families with a universally accessible, data-driven, consumer-focused system that educates and assists them in obtaining needed transition services. Three goals have been set to accomplish this mission:

- Enhance state-wide policy regarding services to transitioning youth
- Build collaboration through shared information and cross training
- Facilitate data sharing and effective communication systems

The Project TRAIN coalition was instrumental in assisting OWD in obtaining ongoing funding for the **Disability Program Navigator (DPN)** initiative as well as the Youth Transition Grant. There is at least one DPN in every workforce region and sub-region in Colorado. In addition, the various partner agencies wrote for and were chosen to participate in a National Governors' Association

(NGA) policy academy to improve outcomes for young adults with disabilities.

IMPROVING TRANSITION OUTCOMES FOR YOUTH WITH DISABILITIES

The Youth Transition Grant (the short name for this project) is the system's change project and is in the third year of its operation. The State team, represented by the Colorado Office of Workforce Development, Division of Vocational Rehabilitation, WIN Partners, Colorado Community College System, and Department of Education has created a cross-system, multi-agency plan to improve State and local services to youth with disabilities, coordinated through the workforce system. The grant was projected to be a five-year initiative funded by the Office of Disability Employment Policy, under the U.S. Department of Labor.

This project is now established in six local workforce regions. Boulder, Tri-County, and the South Central (Alamosa) regions have created local plans and have served over 70 youth. They have built infrastructure, created new partnerships, and are working on sustainability as their grant funds reduce going into their final year. The 3 newer sites - Arapahoe/Douglas, Denver, and Weld County - have conducted resource mapping and focus group activities, developed local plans, and have recently begun to build infrastructure and serve youth.



Talent Development

CONTINUOUS IMPROVEMENT MANAGEMENT SYSTEM (CIMS)

In order to compete in the international marketplace Colorado's workforce investment system must continually improve its performance. Colorado's Workforce Development Council (WDC) oversees the state's workforce investment system and implements this Continuous Improvement Management System (CIMS) to promote continuous improvement activities and performance excellence in workforce development.

Through the Workforce Investment Act (WIA), funds are made available to recognize continuous improvement efforts. The goal of CIMS implementation is to provide incentives to Workforce Investment Boards (WIB)s and Workforce Centers to continually improve their operations and to raise the profile of Colorado's One Stop Centers. All CIMS processes begin with the question "What can we do better in workforce development?"

Through CIMS, Colorado recognizes and reward WIBs in the following three areas:

- **Performance Incentive (PIA)** - rewards Workforce Center efforts towards meeting WIA performance measures
- **Innovation In Leadership and Service Delivery (ILSD)** ILSD acknowledges Workforce Center efforts towards meeting Colorado Performance

Excellence criteria, strengthening operations, and value for tax payer dollars.

- **Partnership**

Local recognitions are awarded annually by the WDC. The focus of CIMS is on results, not procedures, tools, or organizational structure. Local WIBs are encouraged to develop and demonstrate creative, adaptive, and flexible approaches to meeting the basic performance requirements and to continuously improve their workforce investment area activities. Funding for CIMS awards is determined by the WDC on an annual basis. This year, the WDC gave out **\$354,100** to the local regions in recognition of their efforts in the CIMS program.

PERFORMANCE INCENTIVE GRANTS

Academic-to-Career Continuum (ACC) Project-PY02 Performance Incentive Funds

The Academic-to-Career Continuum (ACC) Project was the second project to be funded with a WIA Performance Incentive award. Colorado was awarded \$750,000 for exceeding the 2002 performance standards. The goal of the ACC project was, and continued to be to encourage Workforce Centers, Community Colleges, and Adult Basic Education/Family Literacy Centers to build regional collaborative programs that targeted and transitioned the hardest-to-serve into education, training, and/or employment.

“**T**he Colorado workforce system has successfully developed and implemented its Continuous Improvement Management System. The State Workforce Development Council (CWDC), through implementation of CIMS, rewards local efforts to respond to employers and workers. CWDC awarded \$354,100 to workforce regions that provided superior service to businesses and citizens.”



The performance incentive award funding was allocated to the continual evolution and enhancement of e-Colorado and to supporting regional collaboratives. Furthering the development of assessment tools that can be accessed by job seeker with the help of workforce center representatives, augmenting e-Colorado's on-line training capabilities, enhancing cross agency staff development, boosting job readiness trainings and intensifying job search opportunities are just a few of the new services offered through e-Colorado.

The grant's main focus centers on encouraging and supporting regional collaborations that move low-wage/low-skilled workers into high-wage/high demand industries. The statewide initiative to support the development of regional and multi-regional partnerships was met with great success. Funding was available through an Request for Proposal (RFP) process to regional collaboratives who brought forth new and innovative ways to help the unemployed and under employed more from poverty to self-sufficiency through education, training and employment.

Eighteen proposals were submitted and considered for funding and four were funded. The regions and a synopsis are:

- Denver's DIA Jobs project on intercultural learning helps incumbent immigrant workers learn the normative culture of employment, which leads to job retention.
- Boulder's Bridge Program for Education and Job Training for

Ex-offenders creates a multi-agency program to assist ex-offenders in literacy and skill development, employability skills, and job placement so that they can become financially independent and self-sufficient.

- South Central's Move Up to a Competitive Career seeks to increase the educational, training and wage levels of the hardest to place employees through specialized assessment and training.
- Southwest Region Training Initiative develops integrated services to train participants in hospitality, gas and oil technologies/safety programs, and commercial truck driving industry- and design certificate programs so they will be employable in high-demand/high-wage industries.

All the projects were methodical and attainable, and integrate e-Colorado into their workplans. The TAC Performance Incentive funds for these projects promote innovation, collaboration and partnerships on a State, regional and local level.

e-Colorado Knowledge Management Portal (www.e-colorado.org).

Another focus of the Academic-to-Career Continuum (ACC) Project is the continued development of e-Colorado Knowledge Management Portal.

e-Colorado is an interactive on-line portal designed for agencies to increase and improve service to customers – job seekers and employers—and workforce professionals, as well as a tool for



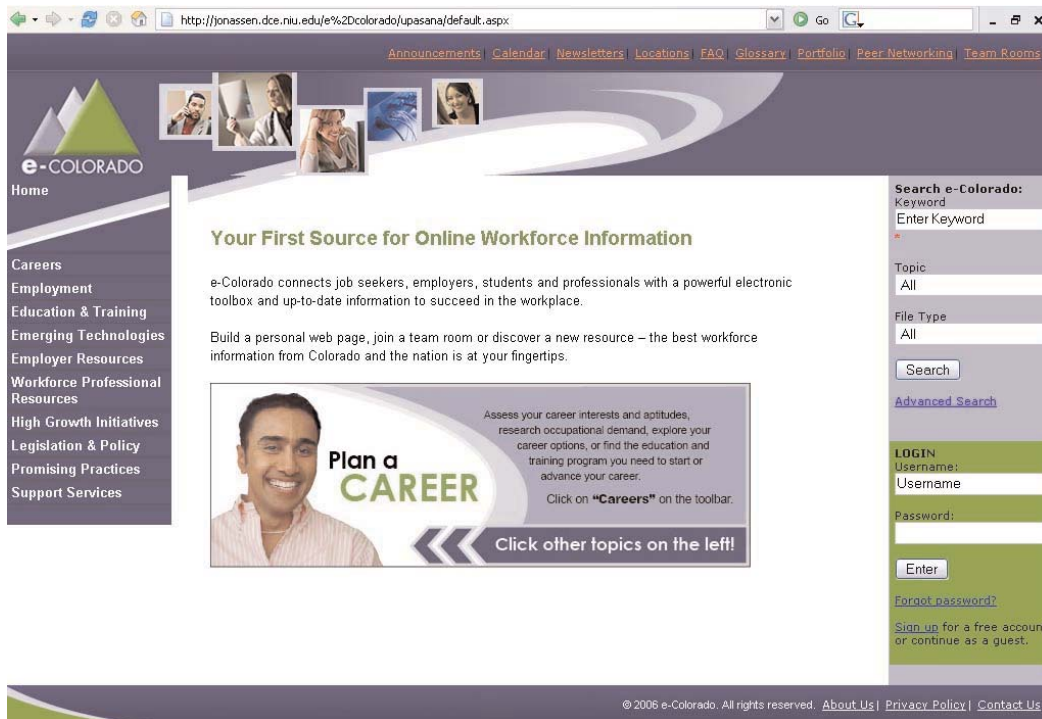
initiating communication between agencies. *e-Colorado* manages resources through a single, comprehensive, easy-to-navigate electronic interface among all stakeholders of the workforce development system: individual and business customers, workforce system professionals, educational and training institutions, community and faith-based organizations, and government.

e-Colorado enables our multi-partner agencies to access information on-line regarding cross agency programs and services, exchange client and program information, collaboratively develop tools, and maintain a system-wide calendar. Available on *e-Colorado* are on-line assessments, team rooms, electronic portfolios, resume building, job seeking, and a whole host of other opportunities to the workforce professional. It also offers services specifically designed to help the job seeker find employment and appropriately match the employer

with the job seeker.

Team Rooms comprise a significant use of *e-Colorado* by groups of people who have reason to meet and/or share information, e.g. TAA Counselors, Nursing Scholars, the Workforce and Economic Information Coalition, and many others. Content specific to the work of each group can be entered into their Team Room. Through Chat, each *e-Colorado* Team Room offers a collaborative area for 'real-time' communication that can extend to participants statewide and can reduce the need for frequent meetings and travel. Currently *e-Colorado* has 99 active Team Rooms.

Six free tools have been added to *e-Colorado* during the past year to help job seekers and workforce professionals prepare for improved employment opportunities and better career and educational decisions. They include:



“**e** - Colorado offers on-line assessments, team rooms, electronic portfolios, resume building, job seeking, and many other tools for workforce professionals. It also offers services specifically designed to help job seekers find employment and match appropriate employers and job seekers.”

- *WorkKeys* assessments give employees, employers and job seekers reliable and relevant information about workplace skill levels.
- *KeyTrain* provides an on-line, interactive learning system for common skills required by all jobs based on ACT’s WorkKeys employment system.
- *Tutorline* is an online tutoring service that allows students to interact with a live tutor, submit written questions and receive written replies, and submit writing to an Online Writing Lab for review and critique.
- *Success Profiler* provides insight into the emotional intelligence a person needs to succeed in the workplace.
- *WSA Sphere* is a career advising tool that provides on-line matches for skill sets, aptitudes and personal traits to occupational training programs in health care.
- *Dynamic Works Institute* provides self-paced, real-time, online learning opportunities and certification programs to professionals and partners in the workforce system.

Assessment tool awareness and training has been offered to staff of Colorado Workforce Centers, and a staff member has been added to support access and use of the tools and monitor statewide use. Some or all of the tools may become components of a statewide work readiness credential that is currently under discussion.

During the past year, increased use of *e-Colorado* has resulted in development of an enhanced portal design to advance the ease of navigation and provide each user with improved context for determining which content to pursue. The intent is to present a more intuitive clustering of information, resources, and functions. Although the design upgrade is not yet complete, the change in appearance can be viewed in the Executive Summary of this annual report.

Breaking Barriers and Building Bridges (B4) Project-PY03 Performance Incentive Funds

The Breaking Barriers and Building Bridges (B4) Project is the third project to be funded with a WIA Performance Incentive award. Colorado was awarded \$825,000 for exceeding the 2003 performance standards. This project is in its infancy; however the goals of this project are to help special populations achieve self-sufficiency through employment, training and education.

The B4 project’s objectives are to:

- Foster a collaborative environment between Adult Education and Family Literacy funded programs, correctional educational programs, community colleges and workforce centers by actively coordinating joint projects and professional development opportunities.
- Identify the gaps between the Adult Basic Education taught in the prison and the classes taught by certified ABE instructors in our communities.



Once the gaps are identified, the community ABE instructors will work with the facility instructors to ensure the levels of education taught are congruent.

- Provide ex-offenders with an employment and education navigator to help smooth the transition from correctional facilities into community college, workforce, or Adult Basic Education classes. Many times when ex-offenders are released, they are unable to navigate the educational or workforce system and end up back in prison. This position is designed to help ex-offenders succeed in the quest to successfully transition into the community and find employment, which leads to self-sufficiency.
- Support a program that delivers English instruction to adult refugees in the Denver metropolitan and Colorado Springs areas with the goal of helping them attain self-sufficiency. The ABE instructors have found that non-English speaking workers are relegated to low-wage work. Teaching English to non-English speakers increases their chances of attaining and retaining employment that pays a livable wage.
- Sustain a successful and innovative project originally funded with 2002 Performance Incentive funds. One project awarded last year will be sustained through this grant.

Many projects are innovative, but the one that is the most successful will be sustained.

- Support e-Colorado expansion. The e-Colorado is an ever-changing, ever-evolving project. Funds from this Performance Incentive grant will support continued enhancements to e-Colorado.

The B4 projects support our mission of education, training and employment as a vehicle for employment in the high-wage/high demand industries that pay a livable wage. Preparing the workforce through education and training creates the reality of self-sufficiency.

[Going the Distance: Achieving Innovation – PY04 Performance Incentive Grant](#)

Going the Distance: Achieving Innovation is the fourth WIA Performance Incentive Award granted to Colorado for exceeding 2004 performance standards. This project is in its infancy; however the goals of the project are to create an innovative data warehousing environment. Creating relationships with multiple agencies to share data and information and avoid duplication. A comprehensive data warehousing system will help Colorado design and develop more efficient programs that will enable us to collect more effective data and measure outcomes.

DISCRETIONARY GRANTS

[CWDC Grants in Aid to Local Regions](#)

The Colorado Workforce Development Council (CWDC) utilizes the WIA 10% Discretionary



“The CWDC utilizes WIA 10% discretionary funds to encourage innovation and use of technology to resolve labor market issues. The funds are dispensed to ensure continuous improvement and collaboration. The practice of rewarding powerful non-traditional responses to labor market issues that engage industry partners in the local regions enables the local WIBS to be vital partners in reaching solutions that solve industry recruitment and retention issues.”

Funds to encourage innovation, the use of technology, and partnerships to resolve labor market issues in the workforce regions in Colorado. The CWDC dispenses the WIA 10% Discretionary Funds to ensure that continuous improvement and collaboration are thoroughly implanted within the Colorado workforce system mode of operation.

The CWDC tasks its sub-committees to be responsible for the approval and oversight of these 10% Discretionary Fund Grants that are awarded. The State Youth Council (SYC) works to support local youth projects and events. The Business Outreach and Marketing (BOAM) Committee's primary focus is to help communicate the benefits of the workforce system to the business sector and to job seekers. The Skills Development and Partnership Committee (SDPC) is charged with ensuring Colorado's business community enjoys easy access to a ready supply of skilled labor. Finally, the State Workforce Investment System (SWIS) Committee has the responsibility of ensuring that the CWDC satisfies the regulatory requirements of the WIA.

The awards are based on a clear set of criteria and local workforce boards are able to respond to identified critical labor market issues, by forming strong local and regional partnerships. Once an RFP has been issued, each local region may submit requests for funding to the CWDC. In addition, requests may be submitted as local needs dictate the development of a local initiative.

CWDC members and technical advisors evaluate each request submitted to the CWDC and vote on

its approval or rejection. Projects that have been provided funding range from a Clinical Scholar Program designed to increase the number of Masters-prepared nursing staff to a Re-Entry program for ex-offenders in Northeastern Colorado. Several projects funded by the CWDC are now reported as Best Practices by the local regions. After achieving success through their award from the CWDC, several have become self-sustaining with support from the local community.

Healthcare and Nursing Grants – \$298,000.00

The CWDC has awarded discretionary grants to support a program to increase Masters-prepared nursing staff, a BSN Worksite Option to increase the number of existing nursing staff, and a project to examine the current training and the needs that are present in First Responder education.

Youth Oriented Projects – \$226,000.00

The State Youth Council supported a local workforce region's effort to assist youthful ex-offenders in their re-entry efforts, a youth Conversation Corps project to help juvenile ex-offenders and high school-dropouts, and a Community Corps program to provide youth with work experience, education, life skills, and character development.

Targeted Adult Grants:

QWIZ/WorkKeys – \$83,000.00

This program in the Southwestern sub-region of Colorado provides employer and job seeker testing in two of the leading evaluation options available in Colorado. The evaluations aid job seekers in knowing what careers are best suited to their interests and



education, and provide employers with those employees that are the best fit for their work environment and desired skill levels.

Partnership with Jobs for America's Graduates – \$50,000.00

This Denver-based project provides a comprehensive array of dropout prevention and youth career preparation services, including 12 months of post-graduation or year-end follow-up services, for a minimum of 80 eligible high school students enrolled at one of the following Denver Public High Schools: West, East, or Montbello.

Turning Point: Reentering the Workforce after Incarceration – \$113,000.00

This project provides supportive services, training opportunities, and on-the-job work experiences to ex-offenders who are released in the ten county area of the Eastern sub-region of Colorado.

RAPT Workforce Pipeline – \$390,000.00

This program in the Jefferson County region seeks to develop a pipeline of Process Technology workers by recruiting unemployed and underemployed adults, and promoting career awareness among high school students.

Serious and Violent Offender Grant- \$1,200,000

CDLE is supporting the Colorado Department of Corrections (CDOC) on this project and is collaborating with CDOC, Colorado Department of Human Services, local Workforce Center, Substance Abuse, Mental Health Agencies, Community- and Faith- based organizations,

Community Corrections, Probation, and Parole to help build a successful re-entry program for serious and violent offenders exiting prison and transitioning into communities. Local Workforce Centers are providing job readiness classes, job training, and job placement to offenders who are ready to be placed into the workforce. Workforce has taken an active role in developing successful workforce strategies that help ex-offenders become self-sufficient.

Colorado's One-Stop for Ex-Offenders: An Ex-Offender Program

This effective re-entry program is a partnership between the CDLE and the Colorado Department of Corrections and workforce centers. This project provides offenders, who are non-custodial parents, a means to become self-sufficient by providing job reading, job training, supportive services, and employment opportunities, as well as the opportunity to become accountable to themselves and their families. The goals of this project are to help the ex-offender become self-sufficient, to reduce recidivism, to increase public safety, and to augment family integrity.

Dislocated Worker/Incumbent Worker Grants-\$1,083,195

Utilizing WIA 25% Rapid Response funds, CDLE awarded its third round of incumbent worker/layoff aversion grants to address the skill training needs of public and private sector employers. Seven pilot projects were initiated, which leveraged WIA funding with monetary and in-kind contributions from partners, to achieve the following objectives:



C **DLE**
dispenses WIA 25% discretionary funds targeted to support creative solutions to unmet labor market issues, assist employers at risk through layoff aversion, and create additional training opportunities for incumbent and dislocated workers.

- Design and deliver LPN, RN and clinical scholar training for incumbent workers in major health care systems located in two front-range counties
- Upgrade the skills of 56 incumbent workers in Quality Assurance or as Maintenance Technicians to insure the future of Colorado's largest steel mill
- Provide specialized services to older and disabled dislocated workers through community based organizations
- Develop layoff aversion and pre-feasibility services for 30 businesses and 120 employees/entrepreneurs

Adams State College Nursing Program

Adams State College and Trinidad State Junior College have teamed together with the San Luis Valley (SLV) Regional Medical Center and the SLV Area Health Educational Center to develop an RN-to-BSN program. This dynamic program, funded by the Colorado Department of Labor and Employment, is focused on collaborative, systemic change in the delivery of nursing education and has been developed to address the need for nurses across the State of Colorado. Through this project, the ASC is designing, developing and managing an accredited Baccalaureate Nursing Program providing 1) expanded nursing faculty, 2) enhanced faculty development, 3) program accreditation, and 4) coordination with Clinical Preceptors. Project goals include increasing the number of BSN Nurses in the SLV, increasing employment opportunities for BSN Nurses, and increasing the number of

minorities entering the nursing profession in the SLV from local nursing programs.

Mesa State College Nursing Program

Through this project funded by the Colorado Department of Labor and Employment, Mesa State College, in conjunction with the Mesa Workforce Region, is establishing a Licensed-Practical-Nurse-to-Associate-Degree-Nurse-program (LPN-to-ADN) as part of a career ladder to assist nurses who wish to pursue higher levels of nursing education and licensure. Mesa State has purchased several high-tech patient simulators for use in preparing LPN-to-ADN students for the clinicals required by the State Board of Nursing; Mesa State faculty is developing the clinical training scenarios that will utilize the patient simulators. In an effort to boost program enrollments for all programmatic levels of nursing, Mesa State has also produced a series of sophisticated brochures to articulate this LPN-to-ADN career ladder and its high-tech training opportunity.

Community College Nursing Grants

Through two Wagner-Peyser Special Projects Grants, CDLE has assisted the Colorado Community College System to upgrade its nursing programs, invest in nursing student success, and achieve full accreditation of its programs by 2010 pursuant to the Colorado Nurse Practice Act. Both of these projects have taken major strides toward addressing the healthcare worker shortage in Colorado by improving the quality of education and training provided to Colorado's future healthcare workers.



The Student Nurse Achievement Program (SNAP) was successfully launched by the Colorado Community College System (CCCS) during Program Year 2005, enrolling 1367 community college nursing students statewide. The CCCS Nursing Program Directors incorporated the use of a comprehensive, on-line tutorial and testing system as part of an overall strategy to reduce student attrition and to increase the students' successful completion of the state's Registered Nurse (RN) licensing exam. The tutorial and testing system is self-paced, testing the students' academic knowledge and understanding of nursing practices, and providing feedback to the student about areas requiring improvement. Remedial study assistance and support services are also provided to assist each student in successfully completing the testing modules.

The SNAP contributes to the standardization of academic requirements among all the Colorado community college nursing programs and has been implemented in conjunction with CCCS' efforts to standardize its nursing program curriculum statewide, with the goal of reaching full accreditation of its nursing programs by 2010. With support from the **Nursing Program Accreditation Project**, the CCCS Nursing Program Directors have redesigned the CCCS RN curriculum to provide consistent academic requirements for all of its community college nursing programs. New core courses have been designed, a uniform statewide policy and procedures manual has been developed, and a system wide admissions process has been initiated.

COLORADO DISPLACED HOMEMAKER GRANT

The Colorado Displaced Homemaker Grant Program provides employment and training services to eligible displaced homemakers who, through divorce, separation, widowhood, or ineligibility for other public assistance have lost their source of economic support. Services provided include tuition scholarships, job training, career assessment, supportive services, personal and vocational counseling, and job development and placement. Benefits provided through this program enable eligible recipients to prepare for re-entry into the workforce and achieve self sufficiency.

During PY05, the State continued to serve eligible displaced homemakers through an innovative partnership that was established in July 2003 with the Community College of Denver. Through this contractual arrangement, eligible individuals receive essential services such as assessment and counseling from CCD that prepare them for training and education. Financial support in the form of scholarships pays the cost of tuition, fees and other direct educational expenses enable program participants to meet the cost of attendance at CCD. In PY05, the Displaced Homemaker Grant was renamed "**Jumpstart Scholarship**" to enhance recruitment efforts. During the program year, 59 eligible displaced homemakers received educational benefits from the Jumpstart Scholarship program.



Economic Transformation

The WELLS Simulation Center is a jointly funded public, private and USDOL High Growth Job Training Initiative that targets Colorado's nursing shortage. This first of its kind facility integrates three-dimensional computerized anatomy tools with computer-controlled mannequins for clinical training and faculty development programs accessible by schools of nursing and hospitals statewide.

WELLS CENTER

The “**Work, Education, and Lifelong Learning Simulation Center**” (WELLS Center) is a jointly funded public, private and USDOL High Growth Job Training Initiative that targets Colorado’s nursing shortage. This first of its kind facility integrates three-dimensional computerized anatomy tools with computer-controlled mannequins for clinical training and faculty development programs accessible by schools of nursing and hospitals statewide. It was initiated through a \$1.6 million US Department of Labor grant, which was awarded to CDLE in July 2005. This “Colorado Workforce Innovation and Technology Demonstration Grant” seeks solutions to alleviate Colorado’s critical shortage of healthcare professionals and to build capacity for professional training using state of the art technology.

The grant is supplemented with over \$2 million in in-kind contributions from both the private and public sectors. Key initiating partners include CDLE, Office of Workforce Development, Colorado Workforce Development Council, Colorado Center for Nursing Excellence, University of Colorado Hospital, University of Colorado Denver and Health Sciences Center, Rocky Mountain PBS, Central Colorado Area Health Education Center, and Touch of Life Technologies, Inc.

The Demonstration Grant established a new state-of-the-art collaborative learning center that is operated by the Colorado Center for Nursing Excellence under contract with CDLE

in space provided by the University of Colorado Hospital and located on the Fitzsimons Campus of the University of Colorado at Denver and Health Sciences Center. The WELLS Center will move in July 2006 from its temporary site to a 5,000 square foot permanent space on the Fitzsimons Campus, remodeled specifically for the WELLS high-tech applications and state-of-the-art equipment.

The following first year goals have been accomplished in collaboration with key project partners:

- Equipping the WELLS Center with \$1.1 million in state-of-the-art equipment and complex human simulation devices for the purpose of nursing instruction
- Developing learning scenarios, in conjunction with master’s and doctoral level nurses of partnering companies/universities
- Creation of the Healthcare Educator’s Institute, which trained 160 practicing nurses as clinical scholars
- Implementing the first Regional Collaborative Project, a Simulation Development group of advanced nurses from both industry practice and educational settings, focused on expanding the knowledge and use of technology by nursing educators and educational institutions.

Plans for establishing the WELLS Governance Board are also well underway, with August 17, 2006 projected as their first meeting. The 25 member Board, which will provide leadership and promote sustainability of the WELLS Center operation and concept, will be comprised of CEOs of the following sectors: 14 healthcare industry, 3 public sector, 5 education, and 3 not-for-profit. The Board will be co-chaired by the Colorado State Treasurer and a private-sector member (to be selected by the Board after its formal establishment.)

NATIONAL POLICY DEVELOPMENT

Representatives from Colorado's lead agencies served in the following National leadership roles:

Colorado Workforce Development Council (CWDC)

- Chairman of the CWDC was an Executive Committee member of the National Governors Association (NGA) State Workforce Chairs and Chaired the Workforce Board Chairs Outreach Sub-Committee for Metro Denver that was a partner in the recently awarded WIRED Grant
- Executive Director of CWDC was a member of the NGA Workforce Chairs, member of the National Association of Workforce Boards (NAWB), a founding member of the Rocky Mountain Energy Association, and selected to be a member of the Steering Committee for the Information Technology Association of America's

(ITAA's) Education and Workforce Committee.

Colorado Department of Labor and Employment (CDLE)

- Executive Director was a member of the National Association of State Workforce Administrators (NASWA)
- Division Director for Employment and Training Programs was a member of NASWA, Chair of the Information Technology Committee; and Vice Chair of the Information Technology Support Center (ITSC) Committee
- Director of Workforce Development Programs was a member of NASWA, was on NASWA's Employment and Training Committee, and a member of the National Governors Association (NGA) State Liaisons
- Director of Workforce Development Program Operations served as the Vice Chair of the NGA State Liaisons, a member of the NGA State Liaisons Executive Committee, and staff to the NGA State Workforce Board Chairs
- Director of Workforce Development Programs Field Operations was a member of the NASWA and served on the Veterans Committee
- Director of Labor Market Information (LMI) was a member of NASWA, on the



“Colorado was successful in achieving approval for the expansion of its "local activity funds waiver," allowing local areas to set aside up to 50 percent of formula-allocated funds for adults, and dislocated workers, and 25% for youth, to provide statewide employment and training activities... The purpose of the waiver request was to gain additional flexibility for local workforce boards to design programs for employers, or for underserved populations... that might otherwise have negatively impacted WIA performance outcomes.”

LMI Committee; member of the Local Area Unemployment Statistics/Mass Layoff Statistics Policy Council; Co-Chair of the Workforce and Economic Information Coalition

- Director of Unemployment Insurance (UI) was a member of NASWA, on the UI Committee Workforce Council
- Chief Information Officer was a member of NASWA and on the IT Committee.
- Budget Director was a member of NASWA and on the Administration and Finance Committee.
- EO Administrator was a member of NASWA and on the EEO Committee.

Statewide

Colorado Project TRAIN leaders continue to assist with the evolution of training standards for the National Disability Program Navigator Project. Two local Workforce Investment Board Chairs served on the Board of Directors of the National Association of Workforce Boards (NAWB).

WAIVERS

Colorado was successful in achieving approval for the expansion of its “local activity funds waiver,” which now allows local areas to set aside up to 50 percent of formula-allocated funds for adults and dislocated workers, and 25% for youth, to provide statewide employment and training activities identified at WIA Sections 129(b) and 134. The purpose of the waiver request was to gain additional flexibility for local workforce boards to design programs for employers, or for

underserved populations (such as employed and incumbent workers, disabled youth, and high income dislocated workers), that might otherwise have negatively impacted WIA performance outcomes.

Colorado also received USDOL approval to expand its waiver of the 20% transfer of funds between the WIA Adult and Dislocated Worker programs at the local level. Regions may now transfer up to 100% of their formula funds provided that they have sufficient resources to continue operating their formula programs and meet WIA performance outcomes. In addition, Colorado became the second state to receive a waiver of the prohibition of the use of WIA funds for economic development activities beyond training.

Goals to be achieved by the waivers include greater accountability on the part of local boards and added flexibility to design and implement innovative programs targeted to high-demand industries and worker training in growth occupations. In addition, the waivers will allow additional resources to be utilized for projects that address transformation of regional economies.

AUTOMATION INITIATIVES

Colorado implemented several new automation initiatives to better utilize available staff resources and promote greater staff efficiency across the statewide workforce system. Some of these new features are listed below:

- Colorado now allows job seekers to attach a resume to their registration information on **Connecting Colorado** (our self-service website for



applicants and employers), thus allowing employers the ability to view those resumes. Currently there are 28,463 resumes in the system.

- Colorado enhanced the screens and functions available to staff through the Connecting Colorado website. Among the changes were the ability to add, view and modify client note screens, and the ability to access and run real-time activity and performance reports.
- Colorado added an **Interactive Voice Response (IVR)** option to the staff version of Connecting Colorado. This allows staff to enter a job order and send job matching search results directly to the IVR system, which generates automated phone calls to clients regarding the job openings.
- New Common Measures reports and data elements were added to the statewide **JobLink** database to comply with requirements laid out in TEGL 17-05 from the US Department of Labor.

WOTC Automation

Colorado designed and built a self-service web interface that allows the Work Opportunity Tax Credit (WOTC) staff to receive and process WOTC applications in a paperless environment. **This is the first such system in the nation.** The interface provides web access for WOTC's clients (employers, consultants and employees) to submit and modify

applications, review the status of applications, and communicate with the WOTC staff. One special feature of this new system is its ability to compare employer applications with TANF and wage data, and automatically determine the whether the application meets eligibility requirements.

Trade Readjustment Assistance (TRA) Automation

Colorado designed and added a module to our Job Link system that incorporates all TRA/ATAA functions, eligibility requirements, eligibility status, processes and reporting requirements. This system was developed to track all client claims and petitions throughout their life cycle in the TRA/ATAA program. In addition, an electronic ledger system was developed that tracks TRA/ATAA payments, deductions and associated notes as required by the TRA/ATAA legislation and regulations.

LIMITED ENGLISH PROFICIENCY (LEP) TASK FORCE

The State LEP Taskforce promotes Colorado's economic viability by enhancing employment and career development opportunities for limited English proficient individuals through collaboration with businesses, educational institutions, community/faith-based organizations, and Colorado's Workforce Development System. Established in February 2005, the task force has member representation from each of the workforce regions plus representatives from the community college system and private community-based organizations that provided direct services to LEP clients, e.g. Colorado Refugee Services, Emily

“Colorado implemented several new automation initiatives to better utilize available staff resources and promote greater staff efficiency. Colorado also works to ensure that all its resources are expended in the most effective and cost efficient way possible. We have a continuing policy of examining the outcomes and cost effectiveness of all of our programs in order to guide us in this effort.”



The State Youth Council (SYC) continues to be an active, engaged Council striving to set the bar high to help local workforce regions provide beneficial services to youth, and to provide training opportunities to local service providers that work with youth.

Griffith Opportunity School, and the Spring Institute.

During program year 2005, the LEP Task Force accomplished the following:

- Completed a statewide needs assessment of LEP issues, finding a wide range of cultural and linguistic characteristics of Colorado's workforce center customers and identifying workforce center staff who can communicate in a variety of languages in order to communicate with these customers
- The statewide needs assessment revealed a high need for language translation services required to draw more LEP customers into the workforce centers. The LEP Task Force began developing an on-line resource guide for workforce center staff to assist them in "how to work with the LEP customer" that walks through the door and needs assistance with the registration process.
- Established an LEP Team room on *e-colorado.org* for posting resources, research articles, and internet links to documents related to working with LEP clients. The LEP Team Room will serve as a centralized communication center for Colorado's LEP workforce development issues.
- Members of the LEP Task Force provided an informative cross-

cultural training workshop for workforce development professionals attending the Rocky Mountain Workforce Development Association Conference in April 2006.

STATE YOUTH COUNCIL

The State Youth Council (SYC) continues to be an active, engaged Council striving to set the bar high to help local workforce regions provide beneficial services to youth, and to provide training opportunities to local service providers that work with youth.

The Colorado Workforce Development Council provided the State Youth Council with \$300,000 to support innovative youth projects in Colorado's local workforce regions during PY05. The SYC awarded projects that were imaginative and provided youth with opportunities to get real world experience that could be translated to employment and economic success. These projects focused on career exploration, facilities management, marketing, contracting, community/service work, leadership, mentoring, individual assessments, fundraising, and development of life skills.

The SYC continued to refine its membership strategy and bylaws to support the direction that the USDOL is pursuing with regard to The Youth Forum initiative. As part of this effort, the SYC engaged in a strategic planning process and developed the following goals:

- Local Strategies
- Convener/Joint Ventures



- Performance Management & Measurement
- Marketing and Messaging

The SYC hosted the **2nd Annual Think Big Youth Forum** in Breckenridge, CO in May 2006. Over 200 youth service providers attended, from a wide range of disciplines and backgrounds, including workforce development, juvenile justice, skilled trades, vocational rehabilitation, education, and more. A highlight of the conference was the development of a promising practice recognition process, which was developed in conjunction with the State Alignment Grant for Improving Transition Outcomes for Youth with Disabilities . Thirteen applications were received and scored, and 5 awards of \$1,000 each were given to the following programs:

- Weld County – Gee Whiz Health Camp
- Jefferson County – The ROAD
- Southwest Region – Fire Careers Training Program
- Collbran Job Corps – E-mentoring
- Larimer County – Youth Conservation Corps

The SYC also continues to be a venue for several state-wide youth initiatives and programs, including the Governor’s Summer Job Hunt, The State Alignment Grant, the LINKS project, and the National Governor’s Association Policy Academy for Improving Outcomes for Young Adults with Disabilities.

GOVERNOR’S SUMMER JOB HUNT

The Governor’s Summer Job Hunt (GSJH) was established in 1981 as a way to help Colorado’s youth make the transition from school to work by matching their skills and interests with employment opportunities. It is a successful, well-established program with a network of service providers located in all of Colorado’s Workforce Regions. Over the life of the program, more than 250,000 young people (ages 14-21) have found summer employment.

The Media sponsors of the GSJH are 9NEWS and Newspaper In Education –Denver Newspaper Agency. The amount of coverage contributed from them equates to \$84,500, taking our message to Colorado’s youth and employers efficiently and professionally. Numerous local newspaper articles were written this year giving the public a view on youth employment issues. Public service announcements filled the airways on youth job opportunities.

Employers involvement with the GSJH program occurred in many ways: hiring youth, participating in mock interviews, job shadowing and holding roundtable discussions on youth employment topics. Dedication and commitment from the local Workforce Centers resulted in 21,249 young people entering employment.

Best Practices

Each of the nine workforce regions submitted a “Best Practice” for their region’s summer program. Three were submitted for this report.



Success Story:
The GSJH
coordinator called
"Mike", who had
registered with Pikes
Peak Workforce
Center (PPWFC) on-
line and had just
been laid off from a
job. The coordinator
invited "Mike" to
come in to the Youth
Zone, and provided
him with
employment
coaching and
referrals. "Mike"
called back two days
later to say that he'd
been hired for a
temporary job by an
independent flooring
company. Follow-up
with this employer
revealed that "Mike"
was doing well, and
that they hoped to
keep him on with
them full-time.

Western Sub-Region

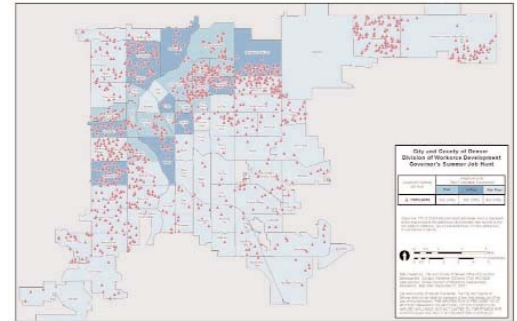
The Western region developed a **Mini Boot Camp**, with special guest speakers presenting to youth on employer expectations. This workshop proved to be a true success with both employers and youth interacting on an equal footing. Most importantly, they utilized and created mock scenarios with the help of the youth. This was a very powerful exercise, which segued into audience participation and dialogue on what the exercise meant to them.

The speakers represented the following industries: hospitality, parks and recreation, retail, entertainment and technology. The topics that were presented were: appearance, how to properly fill out an application, attitude, and lots more. Two presenters conducted "mock" interviews, engaging young people to observe and critique each other's interviews. The young people loved it!

There were 25 young people, age 14-21, who volunteered for the 3-hour workshop. Each youth was given the opportunity to talk during the workshop using an open format. The exchange of information between the two groups was very positive and opened the door for directness and receptivity on both sides.

- **Lesson Learned:** it is important to have very strong individuals with presence, who can engage and entertain as well as captivate the audience who may otherwise have short attention spans.

Denver Division of Workforce Development



Through a **mapping program**, the youth team of Denver was able to pinpoint where their applicants were located and then strategize where job development was needed.

Geographical areas were used as a strategy throughout Denver to identify and develop summer jobs. Youth-friendly employers and jobs were targeted, including clerical and general office, banking, restaurant and fast food, retail, hospitality, recreation and amusement, theatres, janitorial and maintenance, warehousing, and small storefront shops. Including the job fairs, over 2600 job openings were developed during the months of March to June.

Workforce Boulder County

Boulder County **S.E.E.D Program**, called Summer Employment & Enterprise Development, is open to highly motivated youth 16-21 and to progressive employers in all industries to become sponsors. The sponsor provides the selected participant with meaningful summer employment for 4-6 weeks while also providing mentoring and support.

Promotional literature contains this description of a participant: "A young S.E.E.D. employee is a unique combination of enthusiasm, energy



and curiosity. With proper care, these adaptable, expressive youth/young adults will flourish and fill your workplace with weeks of enjoyment.”

Employer Roundtable

Job growth during 2005 was slower than in past recoveries. In addition, when employers find themselves in the hiring mode, they have access to a large pool of older candidates, who end up taking jobs that have traditionally gone to teens. The GSJH program addresses this issue by developing marketing events and activities directed to employers to entice them to work with young people.

The GSJH Employer Roundtable is a partnership between the Metro Workforce Centers, 9NEWS and the GSJH administration of CDLE. This event was held at 9NEWS with 75 employers in attendance. The goals of this roundtable were to educate employers on child labor laws, obtain job orders, promote and market the GSJH program and promote services of the Workforce Centers and CDLE.

2005 GSJH Appreciation Ceremony

Recognition was given to businesses at the Governor’s mansion on August 18, 2005. The award recipients were nominated by the Workforce Centers for doing outstanding work with young people in their community. Each award was inscribed with the following quote: *“ Young People can develop into confident, creative, and intelligent leaders if the opportunities to succeed are available. By investing in these critical years, you have greatly affected the future of our communities.”* Eighteen employers across the state received awards for their service to youth.



TCF BANK receives the GSJH appreciation award. Pictured - Gregg Moss (9News), Kathy Porter (TCF Bank), Rick Grice (Colorado Department of Labor and Employment)

One of the award recipients, Kathy Porter of TCF Bank, was nominated by the Arapahoe/Douglas Works! Staff, who stated in their nomination that: “Youth specialists have seen the difficulties of finding jobs for young people because of lack of skills that employers seek. Kathy recognized that when teens receive valuable training by professionals in the business sector, it gives other businesses the confidence in the validity of the training. Kathy and TCF Bank have developed a curriculum to prepare youth for work.”

Think Big Youth Forum 2005

The first annual *Think Big Youth Forum 2005*, held in Golden, CO, created the opportunity for our State Youth operators to come together to network and learn skills and strategies to enhance our delivery of services to the youth and business in the state of Colorado. The goal of the Forum was to shift the focus from thinking within the constraints of an existing structure and systems to “Thinking Big.”

Funding was secured from a coalition of agencies: State Youth Council, GSJH, and the Office of Workforce Development. The Forum was well-

attended, and its workshops produced the following outcomes:

- Increased the number of quality youth discretionary grants submitted to the State Youth Council for PY05 funding
- Increased Youth Operators' awareness and involvement in their Local Youth Councils
- Increased Youth Operators' involvement in the Youth Marketing Initiative
- Identified examples and created awareness of volunteer opportunities for younger youth
- Increased awareness of Internships and Apprenticeships opportunities

Marketing Initiatives

The GSJH partnered with the **Adams County Business Services Unit** to assist in training local youth staff about how to facilitate job fairs and job development. Each GSJH employee was partnered up with a business services representative in order to better learn the process and flow of job developing. This training proved to be the difference in being able to talk with employers and be more effective.

Cost Effectiveness Analysis

COST EFFECTIVENESS ANALYSIS

Colorado works to ensure that all its resources are expended in the most effective and cost efficient way possible. We have a continuing policy of examining the outcomes and cost effectiveness of all of our programs in order to guide us in this effort. In this analysis we consider both benefits for our clients and cost savings/increased revenue for government entities. Increased wages for our clients fit into both of these categories since the increased wages obviously directly benefit our clients, but they also result in increased tax revenue through increased income tax payments, as well as probable increases in sales and property taxes. In many cases, there will be a reduction in governmental costs due to elimination or reduction of dependence on TANF, Food Stamps, Unemployment Insurance benefits, and other forms of public assistance. At this point, we only have data to measure the gain in wages experienced by our clients. The increases in taxes paid and decrease in reliance on public assistance would require coordination with several other agencies with privacy rules that make this sort of study extremely difficult, if not impossible.

Adult Program

In the Adult program we are comparing the annualized wage gain the clients experienced to the total expended for the program year. Since we are looking at wage gains experienced by clients after their exit from the program, we are only showing the wage increase for those having completed the program, while

the expenditures shown include funds spent on clients who have not yet exited the program. This should “even out” over time with clients served primarily with funds from last year carrying in to this year and others served primarily with this year’s funds carrying in to next year as long as enrollment rates remain fairly stable. The wage gain is calculated by subtracting the wages the 2nd and 3rd quarter prior to enrollment from the wages the 2nd and 3rd quarter post exit. We then annualize the wage increase by multiplying by two (moving 6 months to 12 months).

- 2005 annualized adult wage increase - \$8,267,797
- Expenditures - \$9,812,845
- Benefits - \$.84 for each \$1.00 expended
- Cost per client served - \$1984.00

Youth Programs

The approach used above in the adult program of looking at the wage gain by the clients does not apply to the bulk of youth clients since the purposes of the training provided are significantly different. The youth served under the Young Youth program are not necessarily being aimed at immediate employment; many are returning to secondary school or going on to advanced training.

- Cost per client served - \$2863.00

Colorado works to ensure that all its resources are expended in the most effective and cost efficient way possible. We have a continuing policy of examining the outcomes and cost effectiveness of all of our programs in order to guide us in this effort.



Dislocated Worker Program

With the adult program some assessment as to a return on investment or cost effectiveness can be made since the intent of these programs is to move the adult or youth from a current low-income status or from dependency on government assistance programs to greater income and less dependence. The dislocated worker program, however, is intended to prevent clients from slipping into a dependent or lower income status. This is the reason that the wage standard for the dislocated workers measures how much of their former income was replaced after the program, where the other programs look at an expected gain in wages. Like most prevention programs it is difficult, if not impossible, to analyze cost effectiveness in any meaningful way since assumptions have to be made on where clients would have ended up if intervention had not occurred. Any cost effectiveness analysis attempted on this program would only measure our assumptions for where those clients were headed when we intervened.

- Cost per client served - \$3560.00

Overall Assessment

The above discussion on each program does not include the savings in public assistance and increased revenue from clients moving from being tax consumers to being taxpayers. We do know that 32% of our Adult clients and 45% of our youth clients in PY 2005 were receiving public assistance when they came to us. From the wage gains seen and anecdotal evidence we know that many, if not most, of these clients are no longer receiving or have

much reduced their dependence upon public assistance. We do not have any way to quantify this without information that is not currently available to us.

STATE EVALUATION ACTIVITIES

In accordance with Colorado's philosophy of local control, each region designs and conducts its own evaluation. Additionally, CDLE evaluates each region's outcomes by utilizing the 17 core indicators of performance for adults, dislocated workers, and youth programs, as required by the Federal Workforce Investment Act (WIA), Section 136. We also track performance under the Common Measures as outlined in TEGL 17-05. Tools are provided allowing each region to track its performance on these measures as the year progresses and to let them track the impact on performance of each of their clients.

CDLE's comprehensive monitoring guide, recognized as a model by the US Department of Labor (USDOL), is the end result of an on-going monitoring and technical assistance process that has built a strong working relationship between the State and the Local Workforce Regions. Quarterly, Workforce System Specialists from CDLE meet with the regions they oversee to review client service levels, program expenditure rates, and performance outcome results. Through these reviews, staff identifies areas which may require additional technical assistance and training and rectify any deficiencies prior to the start of the annual state compliance monitoring.

Formula For Success⁴



*Partnership + Talent Development
= Economic Transformation*

LOCAL REGIONS



Adams County Workforce & Business Center

REGIONAL PROFILE

Adams County is one of the five most populated counties in Colorado, covering 1,182 square miles and nine municipalities, and is projected to be the fastest growing county in Colorado over the next two decades. According to the U.S. Census Bureau,

the population in 2000 was recorded at 363,857 residents, which represented a 37.3% growth rate from the 265,000 residents recorded in 1990.

The following table illustrates the demographic characteristics of Adams County:

A Comparison of Adams County and Colorado

Demographic Characteristic	Adams County	Colorado
Population	363,857	4,301,261
Population, Percent change 1990-2000	37.3%	30.6%
Persons per household	2.8	2.5
Median household income	\$47,323	\$47,203
Per capita income	\$19,944	\$24,049
Persons under 5 years old	8.4%	6.9%
Persons under 18 years old	28.6%	25.6%
Persons 65 years and older	7.8%	9.7%
White	77.3%	82.8%
Black or African American	0.3%	3.8%
Hispanic or Latino	28.2%	17.1%
Language other than English spoken in the home	21.6%	15.1%
High School Graduate	78.8%	86.9%
Bachelor's degree or higher	17.4%	32.7%

Households in Adams County tend to be larger than the Colorado average (2.8 persons per household compared to 2.5 persons per household in Colorado). The larger family size explains why the per capita income in Adams County is approximately \$4,000 less than the state average, while the median household income is essentially static.

Additionally, residents in Adams County are younger and more ethnically diverse than Colorado as a whole. More children under the age of 18 and more residents of Asian and Hispanic heritage reside in the area. According to the Job Link Volume

Report generated August 16, 2006, of the 31,898 estimated residents who utilized the services of the Workforce & Business Center in 2005, over 10,600 were Hispanic and over 893 were of Asian decent and 2393 were of mixed ethnicity.

The overall labor pool and unemployment rates have gone down slightly from 6.4% to 5.8% over the last year. However, Adams County continues to have the second highest unemployment rate in the metro Denver area, and the number of unemployment registrations and customers continues to increase.



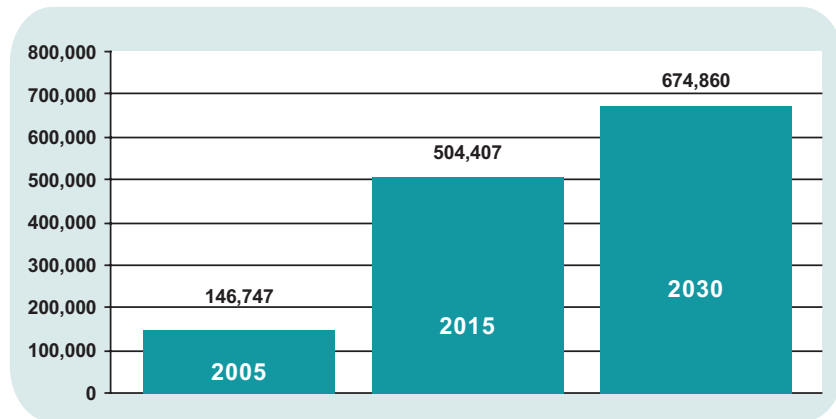
Mission:

The Adams County Workforce & Business Center creates opportunities for success by connecting businesses to a quality workforce.

Vision:

To be the leader in workforce development that maximizes opportunities and partnerships to promote the economic growth of the community and enhance the quality of life in Adams County

Household Projections for Adams County 2005 - 2030



In PY05, the Adams County Workforce & Business Center served a total of 31,898 active job seekers. 45.7% or 14,565 of the total visitors to the five Workforce & Business Centers were UI claimants, which was down slightly from 49.7% (14,951) in PY04. Staff assisted services were provided to 23,985 customers resulting in 17,586 entered employments, a 9.8% decrease over PY04. A total of 189 dislocated workers, 375 Adults and 252 Youth were served under WIA program funding, with 333 participants receiving scholarships for training.

The Veteran's program was very successful in Adams County for PY05. 2959 veterans were served in Adams County in PY 05, a 1.3% decline from PY04. Staff assisted services provided totaled 2398 with 1771 entered employments documented, a 2.1% decrease over PY 04. The Vet to non-vet referral ratio was 80.28 for vets, 62.50 for non-vets, compared to PY04 vet referral rate of 68.82 for vets and 56.11 for non-vets. This represented a 14.3% overall improvement in vet to non-vet referral ratio.

Service Delivery Strategies

Late in PY05 the ACWBC underwent a major organizational restructuring, precipitated by the need to strengthen the fiscal functions performed by the WBC staff. The changes initiated provide a new streamlined organizational flow of programmatic, administrative and capacity building functions. The reorganization consists of three basic units: one manager is responsible for fiscal matters and all WIA programs; one manager is responsible for all operations and administrative functions; and the third manager is responsible for the Wagner-Peyser program, customer and staff capacity building, and the satellite Workforce & Business Center locations.

Technological Improvements

Adams County Workforce & Business Center moved the use of toward self-assistance technology in PY 2005 by introducing E-Stop, a self check-in and program-tracking system, to all five locations, also Connecting Colorado in was added late PY 2005 to all WBC sites for customers for self-registration and job search services. Additional technological improvements include



point-to-point wireless WAN connections for the Thornton and Brighton WBC locations.

Transitions to a Demand-Driven System

The Adams Workforce & Business Center has gone through many changes in the last year. One significant change was the creation of a new brand ID and tag line: Adams County Workforce & Business Center, "Where opportunity leads to success".

Early in 2005, the Adams County Community and Economic Opportunity Department, (CEO), the governing body of the Workforce & Business Center, with the assistance of the Adams County Board of County Commissioners, procured funding to develop an integrated marketing strategy for all three divisions under the CEO Department.

It was determined through surveys of internal and external customers, including businesses and the educational community that, when asked what the "One Stop" was, they



Workforce Month 2005 Employer Recognition Event

were unsure of what services the organization provided. The same groups were then asked to choose among several names that would elicit a positive response and promote a "brand identification" to other

businesses and job seekers, and the Adams County Workforce & Business Center was chosen as the name. Marketing materials, i.e.; brochures, letterhead, PowerPoint, and newsletter templates were designed with the new name.

PARTNERSHIPS

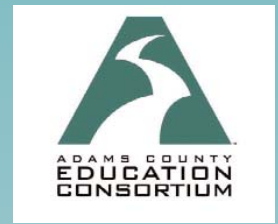
As it was in PY04, Adams County Workforce & Business Center is committed in PY 2005 to continue collaborative efforts on a regional scale. The following is a summary of new and existing collaborative initiatives in which the Adams County Workforce & Business Center has committed support on a local as well as on a regional and state level to improve and enhance workforce development in Colorado:

Adams County Education Consortium

In June 2005 the Adams County Education Consortium, (ACEC) was formed through an agreement between business, education, social services and the Adams County Workforce & Business Center. Through the combined efforts of these entities, the ACEC has developed a countywide partnership to enhance personalized academic skills development, professional exploration and relevant work-ready skills for all learner groups in Adams County.

Clinical Scholar Grant

In January 2006 the Adams County Workforce & Business Center was awarded a \$90,000 discretionary grant in partnership with the University of Colorado Hospital, the University of Colorado School of Nursing, and Regis University, to address metro Denver's shortage of nursing faculty. In 2003,



The ACEC Vision:

- **Enable more students to earn post-secondary level credit and instruction**
- **Develop Teacher-Business partnership**
- **Create academic infused learning centers (Academies) supporting the highest priority growth industries that will require the greatest number of support employees**
- **Develop ongoing communication and professional development for educators on county job opportunities for graduates**
- **Develop family learning and resource centers**
- **Prepare students to be productive citizens**

The Northern Health Care Consortium offers training for incumbent workers in these areas:

- Healthcare and Career Assessment interest inventory.
- Skills remediation
- Healthcare Career Instruction
- Certified Nursing Assistant
- Psych Tech
- Radiology Tech
- Pharmacy Tech
- Medical Office Assistant
- Physical Therapists Aide
- Endoneurodiagnostic Technician
- LPN
- RN

more than 2170 applicants were denied admission into Colorado nursing schools due to the lack of qualified faculty staff. The Clinical Scholar grant was designed to allow fifteen BSN prepared nurses to attend graduate study while still working full-time in their current clinical positions.

[Bachelor of Science in Nursing- University of Colorado Hospital Worksite Option](#)

Adams County Workforce & Business Center in partnership with the University of Colorado Hospital, the University of Colorado School of Nursing and Regis University was awarded a \$100,000 25% discretionary grant in October 2005 and a \$148,000 10% discretionary grant in January 2006 for the BSN Worksite Option program. As a nation, the nursing shortage stands at 11%. Colorado's nursing deficit is twice the national average. By 2010, this shortage will expand to over thirty percent. This worksite program allows incumbent workers the opportunity to continue full time employment while obtaining their BSN degree, as well as increasing their earning potential. Twenty-three incumbent workers have already successfully passed the NCLEX and are now practicing as Bachelor's prepared nurses at the University of Colorado Hospital. The goal is to prepare 37 additional worksite students with completion slated for December 31, 2007.

[Lean World Class Manufacturing](#)

This grant reflected the collaborative efforts of Workforce Boulder County, Adams County Workforce & Business Center and Front Range Community College. It provided incumbent worker training for workers in seven

small to mid-size manufacturing organizations within Boulder and Adams County. Lean/World Class Manufacturing methodology has a direct impact on cost savings and improvements to areas such as increased process efficiencies and effectiveness, reduced inventory, reduction in downtime and a reduction in waste. A total of 610 employees were trained compared to a goal of 527, which is 115.7% of the goal.

[Northern Healthcare Consortium](#)

The Northern Healthcare Consortium was a partnership between Workforce Boulder County, Larimer County Workforce Region, Adams County Workforce & Business Center, Front Range Community College, Northern Colorado Home Health Association, Longmont United Hospital and the University of Colorado Hospital. \$597,000 was awarded in 2004 to address the following health care issues:

- The need for organizations to provide opportunities in low-skilled positions to advance to higher skilled positions within their organizations.
- The need to provide non-native speakers of English and other low-skilled employees with opportunities for advancement within the healthcare field.
- The need to increase access to education and training for low and moderate income wage employees through employer sponsored training.



Hurricane Katrina Satellite Workforce Center

In September 2005, in response to over 1000 hurricane Katrina evacuees that were housed at Lowry and other shelters in and around the Denver area, a satellite workforce center was established. This collaborative effort between Adams, Arapahoe/Douglas, Boulder, Denver, Tri-County and the Colorado Department of Labor was a testament to how regionalism can work toward positive and successful results. The Lowry Workforce Center assisted Katrina evacuees with unemployment insurance claims, job search and resume preparation services.

TALENT DEVELOPMENT

The introduction of E-Stop to all of the Adams County Workforce & Business Center locations has provided more accurate information about the customer base. This, in addition with an ease in the overall economy and the improvement in technology allowing customers to register online through

Connecting Colorado, are all contributing factors in the reduction in actual location visits in PY 2005.

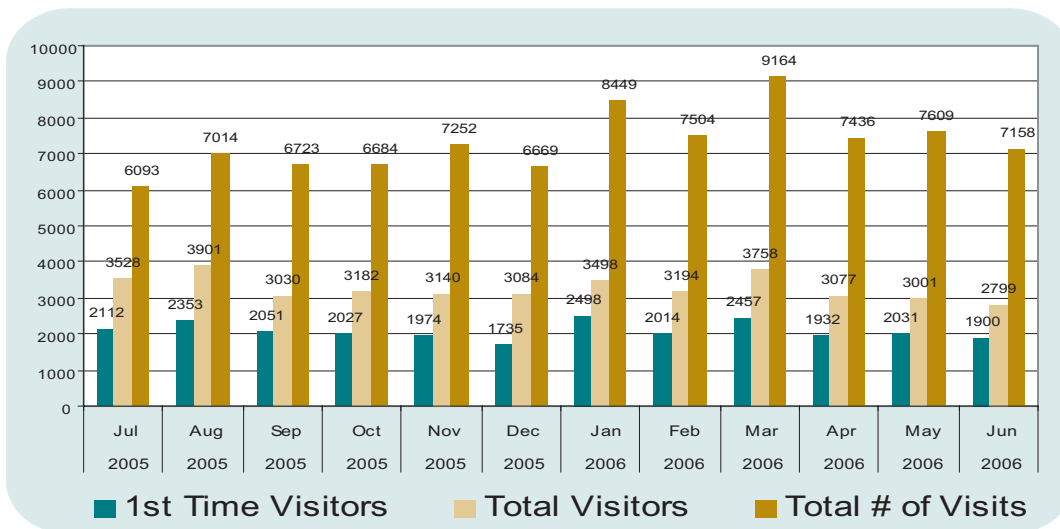
Innovative Projects

50+ and Fabulous Grant

This partnership including Adams, Arapahoe/Douglas and Jefferson, has been very successful. Adams County continues to see increases in the number of customers over 50 using the services provided under this grant. Currently services are provided at the Westminster and Thornton locations. Services include beginning to refresher courses in computer applications, resume preparation and job search. In addition, the 50+ participants can attend the following workshops:

- Ascend Career and Life Strategies- Offers a motivational and unique approach to customers by offering classes that focus on selling skill sets, job search, interviewing techniques and resume preparation.

Adams County Workforce & Business Center Traffic Flow Program Year 2005

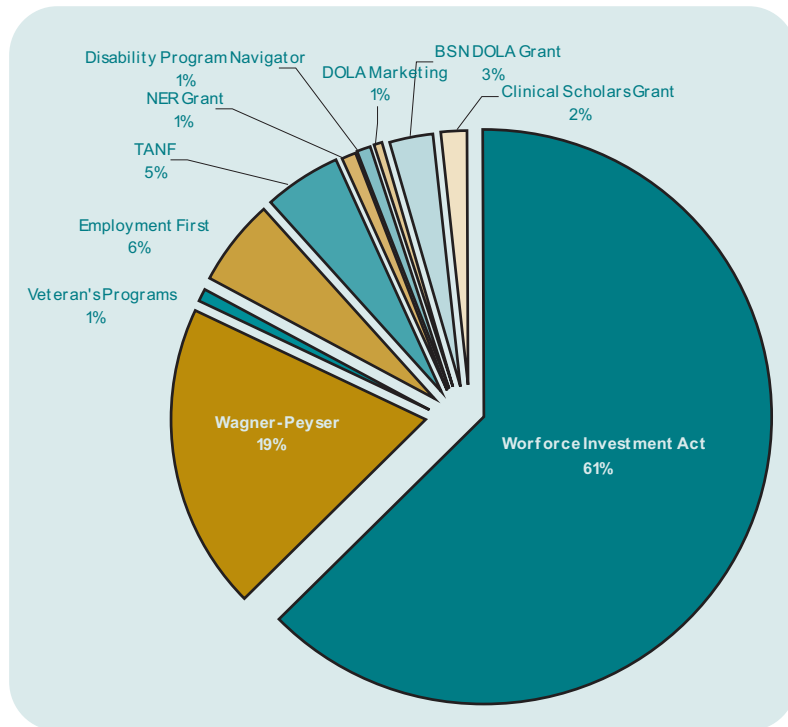


S

uccess
Story: A single parent of three children, who was accessing TANF and Workforce & Business Center services, was interested in a career as a Funeral Director. After attending the Life Skills class and other workshops offered through the WBC, she located her own worksite placement employer, a local funeral home near her home in Brighton, Colorado.

(Continued next page)

Workforce & Business Center PY05 and PY06 \$4,874,956 Funding Allocation



WIA Performance PY05

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	113%	Entered Employment	107%
Employment/Credential	119%	Employment/Credential	108%
6 Month Retention	107%	6 Month Retention	97%
6 Month Earnings Change	210%	*6 Month Earnings Change	517%

OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	112%	Diploma	114%
Employment/Credential	127%	Skill Attainment	94%
6 Month Retention	113%	6 Month Retention	111%
6 Month Earnings Change	148%		

CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Employers	95%
Satisfaction - Job Seekers	101%



Customers are given information on how to "sell themselves" in the competitive job market and how to maintain an enthusiastic attitude while they are continuing their job search.

- Life Skills- Provides a comprehensive approach to customers in setting realistic goals that are achievable. The focus is to coach participants on the importance of self-care/confidence, coping strategies, diminishing negative self fulfilling prophecies, learning to prioritize and putting themselves first to reach their full potential both personally and professionally.

Colorado Construction Days

1,500 area high school students participated in the 2005 Construction Career Days on October 5-6, 2005 at the Adams County Fairgrounds in Henderson, Colorado. The event served to improve the image of the construction industry while providing high school students with an overview of the rewarding and diverse career opportunities available in this industry sector.

The construction industry offers a wide variety of jobs and opportunities for advancement. Based on data from the Colorado Department of Labor and Employment (CDLE), Labor Market Information, there are 17,258 individuals employed in construction jobs in Adams County, which represents 12.3 % of the total jobs in the county. The average annual wage of someone working in the construction trades is \$40,664 per year

or \$19.55 per hour. Projections indicate that the construction industry will need 250,000 new workers per year to meet the future growth rate of this sector. At the same time, many skilled workers will be retiring with the average age of workers nationwide currently at 48.

Colorado Construction Days gave students and educators hands-on experience and the opportunity to operate equipment used in the construction industry. Each day of the event, students were able to learn about architecture and engineering, run a mini excavator, and even handle a remote control compactor.

Colorado Construction Days is collaboration with Adams County Workforce and Business Center, Colorado Contractors Association, Adams County Education Consortium, Pipefitters, Local # 208, the Adams County School Districts, as well as other private sector partners.

ECONOMIC TRANSFORMATION

Workforce Innovation in Regional Economic Development (WIRED)

In February 2006, the U.S. Department of Labor awarded the Metro Denver Regional Partnership one of 13 grants totaling \$15 million over three years to confront an issue becoming more evident nationwide: local technology companies having to depend on imported skilled workers to survive. Known as the "Colorado Paradox," this dependence is being addressed by the WIRED grant, which will assist in "growing our own" and moving those workers into the high skilled, high wage jobs in industries that include aerospace, bioscience, energy, information technology and finance.

(Success story continued)

She worked as a volunteer for two months, learning to be an assistant Funeral Director and actually facilitated a funeral on her own. Unfortunately, the funeral home where she was volunteering was shut down, but it did not deter her from pursuing her goals. In May, she found a new work site on her own and, after volunteering for a month, she was hired full time at the new funeral home at \$13.00 per hour.



Youth Council

The Adams County Workforce & Business Center is very proud of the work that the Youth council has been involved in during PY05. This group has demonstrated a strong commitment to youth projects. The following initiatives were supported by the Adams County Youth Council in PY05:

Adams County Workforce & Business Center Youth Job Fair

The Adams County Workforce & Business Center hosted its annual Youth Job Fair on March 1, 2006, at the Adams County' Fairgrounds. The fair was attended by 485 youth, ages 14 to 21 that had an interest in pursuing part-time and full-time job opportunities.

62 Metro area employers participated in this event, providing valuable information to the youth who attended. Every year this event becomes more popular. It provides an interactive way for the youth to preview the employment opportunities available to them and provides them a venue to apply and interview for multiple job openings at one location.



2005 Youth Job Fair

Bridge to the Future-Youth Discretionary Grant

The "Bridge to the Future " youth program is a collaborative venture

between Workforce Boulder County, Adams County Workforce & Business Center, the St. Vrain Valley School District, Adams 12 Five Star School District and Front Range Community College.

A total of 28 students, 14 from Skyline High School and 14 from Thornton High School, were selected to participate in the fall of their junior year, and continued through the summer with a six week intensive program conducted on the Front Range Community College Campuses in Westminster and Longmont. The program will conclude at the end of their freshman (College) semester in December 2006.

Workforce Investment Board

In addition to the efforts of the Youth Council in PY 05, the Adams County Workforce Investment Board took on an initiative that deals with adults who lack the most basic skills necessary to become and remain successfully employed. Basic skills are not limited to just reading and math; they include interpersonal skills, job retention skills, customer service skills and basic workplace etiquette skills. From this need, the Skills Enhancement Lab was developed.

The lab will include both individualized and self-paced learning, in addition to several "boot camp" classes that target specific basic skills needed. The Workforce Investment Board has charged the Workforce & Business Center with providing more services to customers with employment barriers. The following are four components that provide a variety of useful services and consequently, potential for advancement to adults who are

currently operating with a deficit in one or more basic skills:

- Basic Education Skills assistance with math, reading and spelling.
- Basic Workplace Knowledge
- Career Development and
- Customer Service program components.

The components will be coordinated with each other but can also serve as stand-alone programs, dependent upon the assessed needs of the customers. Additional curriculum such as utilizing cash registers, inventory taking, etc. can be easily added to these four core components.

http://www.co.adams.co.us/index.cfm?d=standard&b=1&c=34&s=225&p=753

ADAMS COUNTY COLORADO

Adams County

Home | Elected Officials | County Government | Business | Resident | Contact Us

Adams County > County Government > Workforce & Business Center > General Information > Overview

Workforce & Business Center

General Information

- Overview
- Workforce & Business Center Locations
- Have a Question?

Employer Services

Job Seeker Services

Youth Services

Community Resources

Schedule of Classes

Workforce Investment Board

Overview

Workforce & Business Center
 A division of the Community & Economic Opportunity Department
 Judi Richendifer, Interim Administrator
 Western Service Center
 12200 North Pecos Street
 Westminster, CO 80234
 Phone: 303.453.8600
 Fax: 303.453.8655
 TTY: 303.453.8686

"Where Opportunity Leads to Success!"

Welcome to the Adams County Workforce & Business Center. We offer services for both job seekers and employers.

Mission Statement
 Create opportunities for success by connecting businesses to a quality workforce.

Vision
 To be the leader in workforce development that maximizes opportunities and partnerships, promotes the economic growth of the community and enhances the quality of life in Adams County.

Please contact us for additional information about how the Workforce & Business Center can assist you with your career-seeking and recruiting needs.

450 South 4th Avenue | Brighton, Colorado 80601 | 303.659.2120 | 800.824.7842
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Search

Youth Council Public and Private Business Stake Holders:

- Adams County Business Services
- Access Housing
- Colorado Department of Labor & Employment
- Friends First
- Adams County Housing Authority
- Echostar Communications
- SWAP
- Pipefitters Local #208
- Colorado Contractors Association, Inc.
- Goodwill of Denver-Youth Program
- Probation Department-17th Judicial District
- Division of Vocational Rehabilitation-Northglenn
- Brighton School District
- Pendulum Foundation
- PATHS Program
- Colorado Laborers
- Adams Twelve Five Star Schools
- District Attorney Diversion Program
- Job Corps
- Community College of Aurora
- Rite of Passage/Ridge View Youth Services Center

Arapahoe/
Douglas Works!
capitalizes upon the
diversity reflected
within our local
communities to build
a competitive
workforce that fully
enjoys the dignity
and worth that
comes from
contributing to the
economic well being
of the Denver-Aurora
Metro Region.



Arapahoe/Douglas Works!

REGIONAL PROFILE

Arapahoe/Douglas Works! operates two full-service One-Stop Workforce Centers in Aurora and Littleton serving customers throughout the Denver-Aurora Metro region. In addition to standardized service, the Aurora office also operates a large learning center – graduating 113 GED and High School students since December of 2005. Two satellite offices, located in Lone Tree and Castle Rock, currently provide Labor Exchange services to Douglas County. Planned expansion of the satellite office in Castle Rock will allow Arapahoe/Douglas Works! to add services to both WIA Youth and welfare recipients through the Colorado Works program. In addition, a third satellite office opened in 2005 on the Community College of Aurora campus as a result of a new partnership with CCA to assist students with job placement following graduation.



GED Graduation held each year by A/D Works!

In a recent article, Emily Stover DeRocco, the Assistant Secretary for Employment and Training for the U.S. Department of Labor says, “It is the development and use of talent that will ultimately decide the fate of the United States and every other country in the global economy.” The mission of Arapahoe/Douglas Works! is to provide 100% employment for those who want to work through advancing a public workforce system committed to regional talent development, community partnerships and continuous improvement. This is accomplished through the leadership and strategic alliances of the members of the Arapahoe/Douglas Workforce Board. Arapahoe County is home to many of Colorado’s technology companies, and Douglas County continues to be one of America’s fastest growing counties.

Labor Market And Economic Conditions

During PY05 the labor market showed limited recovery in both the Arapahoe/Douglas and Denver-Aurora Regions. At the end of PY05, the unemployment rate stood at 4.9% in the Denver-Aurora PMSA; 4.8% in Arapahoe County and 3.3% in Douglas County, all down three tenths of a percent from July 2005. The Denver-Aurora Metro Region added 28,600 jobs, with the highest gains in Professional and Business, Trade and Transportation and Natural Resource and Construction. The Information sector, however, was still sluggish, showing a loss of 1,300 jobs between



July 2005 and June 2006. Despite this, the number of overall job vacancies increased to 39,717 in the Denver metro region, reflecting an increase of 16,417 jobs from the previous year, with the largest growth occurring in Retail Trade (15%), and Accommodation & Food Services (12%). Small to mid sized companies, employing between 5 and 249 people, had almost 64% of the vacancies.

Customer Demographics

There were 26,345 UI claims in the Arapahoe Region during PY05. This is up significantly from the 19,737 UI claims in the region during PY04. 45,526 job seekers got help through Arapahoe/Douglas Works!, and 14,319 of these received staff assisted services. 6,556 were referred to job openings. 551 were referred to WIA programs for talent development. 18,916 people entered employment through Arapahoe/Douglas Works! in PY05.

Of the job seekers who came to Arapahoe/Douglas Works! 8,404 (26%) had skills sets in Office and Administrative Support; 3398 (10.5%) were in Sales; 2,865 (9%) were in Management. Computer and Mathematical made up another 4.7% of the job seekers, and Business and Finance Operations another 5.2%. Only 177 or 0.5% of the applicants had skills in the Sciences.

Of employers, 2,128 (20.5%) openings were for Office and Administrative Support, and 1,446 (14%) were in Sales. Business and Finance had 482 (4.7%) of the openings, and Community and Social Service had 9% (932) of the openings.

In PY05, Arapahoe/Douglas Works! served 919 employers with 9070 openings. Approximately 150 hiring events were held at Arapahoe/Douglas Works! facilities. Employers served include American Family Insurance, Allstate Insurance, Adam Aircraft Industries, Safeway, Aurora Police Department, Arapahoe County Sheriff's Department, Raytheon, Home Depot, Kelly Services, Sams Club and Ciber.

PARTNERSHIPS

The biggest challenge facing the Denver-Aurora Metro Region today is the pending shortage of skilled and qualified people for positions in mathematics, scientific, technical and professional positions. In 2006 the area has a thriving and diversified economy propelled by the growing technology sectors, and a workforce that has one of the highest average education levels in the nation. However, the pipeline into the workforce from our local school systems is leaking. A very low percentage of Colorado students are finding their way into the high-skill, high-wage jobs that are being created in the region. This has become known as the "Colorado Paradox."

Recognition of this problem has caused Arapahoe/Douglas Works! to enter into partnership with regional economic development, education, and workforce development centers in the Metro Denver Regional W.I.R.E.D. Partnership. This partnership is designed to put 'silo' thinking and local parochialism aside for the benefit of the region's citizens and businesses. Arapahoe/Douglas Works! is committed to doing its part to restructure relationships to a higher

Residents of the Arapahoe/Douglas region are relatively affluent and highly educated. According to 2000 Census Data, the median household income in 1999 was \$53,570 in Arapahoe County and \$82,929 in Douglas County, both among the highest in the state and well above the statewide median income of \$47,203.



To enhance the effectiveness of its community partnerships, Arapahoe/Douglas Works! provided a series of cross training sessions throughout the year to help concerned partner staff in developing the knowledge and referral techniques required to provide superior services to the region's customers.

state of interdependence in the interest of transforming our system to achieve a better balance between market demand and labor supply. Arapahoe/Douglas Works! has demonstrated ongoing and unwavering commitment to the W.I.R.E.D. initiative and hopes to move towards increased involvement in upcoming projects.

Arapahoe/Douglas Works! also continues to enhance its services via a number of partnerships with other grant funded programs. With help from CDLE, our partner for Wagner Peyser Employment Services, we increased employer outreach and almost 19,000 people were placed in employment. The Consumer Navigator placed at Arapahoe/Douglas Works! by Cerebral Palsy of Colorado served 137 customers in PY05 with 94 customers completing the program and resulting in a 47% Entered Employment Rate and an 72% 6-month retention rate.



Employer hiring event

Job Corps recruiters successfully referred over 500 youth to Job Corps facilities, up from 300 in PY04. The Adult Learning Source provided on-site academic assessments and referrals to ESL students at the Aurora facility. Arapahoe/Douglas Works!

also worked with the Arapahoe Community Services Department to distribute food commodities to needy participants. The American Association of Retired Persons continued to be a beneficial partnership. AARP provided part-time workers funded by a WIA Discretionary Grant to help Arapahoe/Douglas Works! staff with increased workload.

Arapahoe/Douglas Works! partnered with the Arapahoe County Jail to help ex-offenders transition back into the workforce. One full time staff member saw an average of five ex-offenders per day and served over 400 people. Additionally, workshops for jail inmates were provided to assist them in developing job search and work skills to enable them to secure full time employment when they are released. Workshops on best practices in working with ex-offenders were also offered to staff and other interested parties.

In partnership with Arapahoe/Douglas Works!, CDLE completed another successful performance year for its Unemployment Insurance Re-Employment Services Grant. This program is designed to provide enhanced core services to UI recipients through case management and other services. In PY05, CDLE personnel nearly doubled the number of customers served under this grant to 401, up from 274 in PY04. Reemployment Grant customers had a 83.13% entered employment rate, up from 71.64% in PY04. The 6 month retention rate was 82.26%.

WIA Performance PY05

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	103%	Entered Employment	102%
Employment/Credential	101%	Employment/Credential	98%
6 Month Retention	85%	6 Month Retention	106%
6 Month Earnings Change	170%	6 Month Earnings Change	88%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	128%	Diploma	130%
Employment/Credential	125%	Skill Attainment	109%
6 Month Retention	116%	6 Month Retention	104%
6 Month Earnings Change	128%		
CUSTOMER SATISFACTION			
Standard	Percent of Goal		
Satisfaction - Employers	95%		
Satisfaction - Job Seekers	101%		

TALENT DEVELOPMENT

Employer Outreach Program

To become the Workforce Center of choice for employers, as well as maximize employer-driven talent development, Arapahoe/Douglas Works! initiated a pilot program that provides outreach to businesses in targeted industry and occupational sectors. This pilot is designed to accelerate the placement of customers who are attending training for demand occupations into employment after training completion. It will also assist Arapahoe/Douglas Works! to develop ongoing relationships with employers in high-tech, software, energy, and biosciences. These relationships will dramatically enhance the ability of Arapahoe/Douglas Works! to rapidly respond to the talent needs of regional employers.

In the WIA Programs, Arapahoe/Douglas Works! remains committed to developing talent pools that match local employer needs. In PY05, 123 (33%) WIA customers were in training for Healthcare and

Biosciences occupations. 54 (15%) were training for Computer occupations. 44 (12%) trained for Healthcare Support. 31 (8%) WIA customers trained for Office and Administrative Support occupations.

Arapahoe/Douglas Works! served a total of 373 Dislocated Workers during PY05. 62% received training, 32% were minorities, 17% were single parents. 65% of Dislocated workers were over 40 years old, and 6% were disabled. 68% were female.

Arapahoe/Douglas Works! served 398 Adults during PY05. 34% received training, and another 35% were basic skills deficient and engaged in pre-vocational skills training. 20% lacked a high school diploma and 38% were between 30 and 44 years old. 60% were minorities; 29% were single parents and 10% were disabled.

Enhanced Youth Program

New management and staff additions have brought Arapahoe/Douglas Works! Youth Programs to a whole new level of excellence. Innovative programming and services are helping

Lori Chase,
Human Resource
Manager with Holden
MSS, says,
"Arapahoe/Douglas
Works! is our
workforce center of
choice when it
comes to hiring. I
can run newspaper
ads all day, but if I
want people whose
skill sets match my
needs, I call A/D
Works!" Holden has
been able to fill
approximately 300
positions since they
began using our
Employer Services
Team.

The new youth center provides youth in the Arapahoe Region a comfortable place to explore options and learn skills for a future of successful contribution to the region's economy.

area youth address their barriers to employment, develop the soft skills they need to compete in today's employer-driven labor market, obtain GED or High School Diploma, and enter training that meets regional employer needs. We are proud that all Youth-related performance measures were met for PY05.

213 Youth were served under WIA programs during PY05. Of the Older Youth, 71% were female. 52% were drop-outs and 77% were basic literacy deficient. 58% were minorities; 29% single parents and 18% were disabled. Of the Younger Youth, 54% were female, 38% were drop-outs. 79% were basic literacy deficient; 64% were minorities and 28% were disabled.



Arapahoe/Douglas Works new youth center (Youth in the works!)

To serve these youth with barriers, as well as adults, Arapahoe/Douglas Works! uses the Work Keys system and Key Train curriculum in its Learning Centers. The Key Train curriculum assists students in enhancing basic skills, earning high school credit, and preparing them for the GED exam. The curriculum is coordinated with the Work Keys System to improve testing scores. In addition, Arapahoe/Douglas Works! plans to use the Work Keys assessments to certify job seekers as

having certain skill levels so they can be marketed more effectively to employers.

Innovative Projects

Arapahoe/Douglas Works! has engaged in several innovative projects during PY05 as follows:

- The new Management Team at Arapahoe/Douglas Works!, in alignment with its Workforce Board, has set forth four key results for all employees:
 - 100% employment for all who want to work
 - Exceeding all performance measures
 - Being the preferred Workforce Development Center for employers and job seekers
 - 100% customer service/satisfaction
- The Tri Metrics hiring model has been implemented for all positions. Tri Metrics involves an exhaustive analysis of the necessary skills sets for a position, and provides a legally defensible examination for job candidates. All new hires are now made using the Tri Metrics model.
- Talent development for staff has become a priority. Arapahoe/Douglas Works! is now requiring all line employees to undergo Global Career Development Facilitator training and obtain the GCDF



credential. GCDF training is a 120-hour college level course, approved by the National Career Development Association, designed to help line staff in workforce development be more effective in meeting the employer-driven talent development needs in their region.

- A Workforce Staff Development menu is being developed to further help line staff be more effective at achieving regional goals.
- The Arapahoe/Douglas Works! Leadership Team has undergone several leadership development activities, designed to give them a common language and a common purpose that is in alignment with regional economic transformation goals.
- A new County Veterans Service Officer position was opened and filled, ensuring that veterans preference is extended to all county customers.
- Arapahoe/Douglas Works! continues, under new management, to aggressively pursue continuous improvement. Involvement with the Colorado Center for Performance Excellence continues, with two staff volunteering as Examiners for the 2006 Award Cycle, and tasked with putting their knowledge to work in improving business processes.

Discretionary Grants

In addition to the projects described above, Arapahoe/Douglas Works has operated several Discretionary Grants during PY05.

- **The Improved Outcomes Grant**, which ended June 30, 2006, was a successful effort to increase training opportunities in Healthcare and LifeSciences. It was designed to provide a comprehensive assessment for customers entering these high-demand fields so that employers could be better assured of enough skilled workers to meet demand.
- **In the Youth Transitions Project for disabled youth**, Arapahoe/Douglas Works! is currently planning activities in conjunction with our Youth Council in the following areas: leadership, independent living and career pathways. The first project that has been implemented is the Hudson Gardens project. This project is in partnership with the Division of Vocational Rehabilitation, the School-to-Work Alliance program, an employer - Hudson Gardens - and Arapahoe/Douglas Works! Through this project the youth will partake in leadership workshops and work readiness activities in conjunction with a work training experience.

The partners involved have collaborated to guarantee that the youth will learn both hard and soft skills, as well as feel supported throughout the



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Story: Keith, an ex-offender, had previously been a welder, but an accident left him unable to hold any job, for more than a year. He moved in with his disabled sister and enrolled in the WIA - Adult Program in Nov- 05. He also received assistance through Vocational Rehabilitation. In 7 short months, Keith completed re-training and is now working full time at \$13 per hour. He has moved into his own apartment and is now enjoying the well being that comes from achieving self-sufficiency.

project. Each partner has contributed time and resources to enhance this collaborative effort. With Youth Council support and monthly planning meetings, we have developed increased training opportunities for the youth. We also plan to expand our partnerships throughout the community so that we are able to utilize all resources and optimize each opportunity for youth to grow and advance toward independent living.

- **The New Options program** was designed to educate young people about career opportunities in the Life Sciences and Healthcare. 20 participating students from this program were enrolled in the WIA Youth programs, where they are preparing themselves to be successful in demand health care occupations.
- **The 50+ and Fabulous Program** is a multi-region collaborative effort designed to help workers over 50 years old successfully transfer their skills to areas of maximum employer need. This program has generated a number of enrollments in the DW and AD programs so that participants can further develop talents needed by employers through focused training.

ECONOMIC TRANSFORMATION

Workforce Investment Board/Youth Council

The Arapahoe/Douglas Workforce Board, in conjunction with the new Arapahoe/Douglas Works! Management Team has developed its PY06 plan of action, which reflects its commitment to regional economic transformation. The Board has revised its values, vision and mission, and is committed to doing its part to assist in the economic transformation of the Denver-Aurora Region. To this end, the Board will educate its members on the needs of the Call Center, Energy, Aerospace, Biosciences and IT/Software industries. It will also hear from actual employer and job seekers bi-annually, and become more familiar with youth/education issues as they relate to the talent development demanded by regional employers.

The Workforce Board has defined short-term, medium-term and long-term tactics around three strategic goals that address the economic health and growth of the region. The first is for Arapahoe/Douglas Works! to become the Preferred Colorado Workforce Center. The second is to provide Regional Alignment with Education, Economic Development and Workforce Development to meet the needs of regional Industries with High Growth Potential. The third is to provide Employer Demand/Driven Training.

Many Youth Council members participated in the 2nd annual statewide Think Big Youth Forum, representing both their own agencies and our Youth Council. Kevin

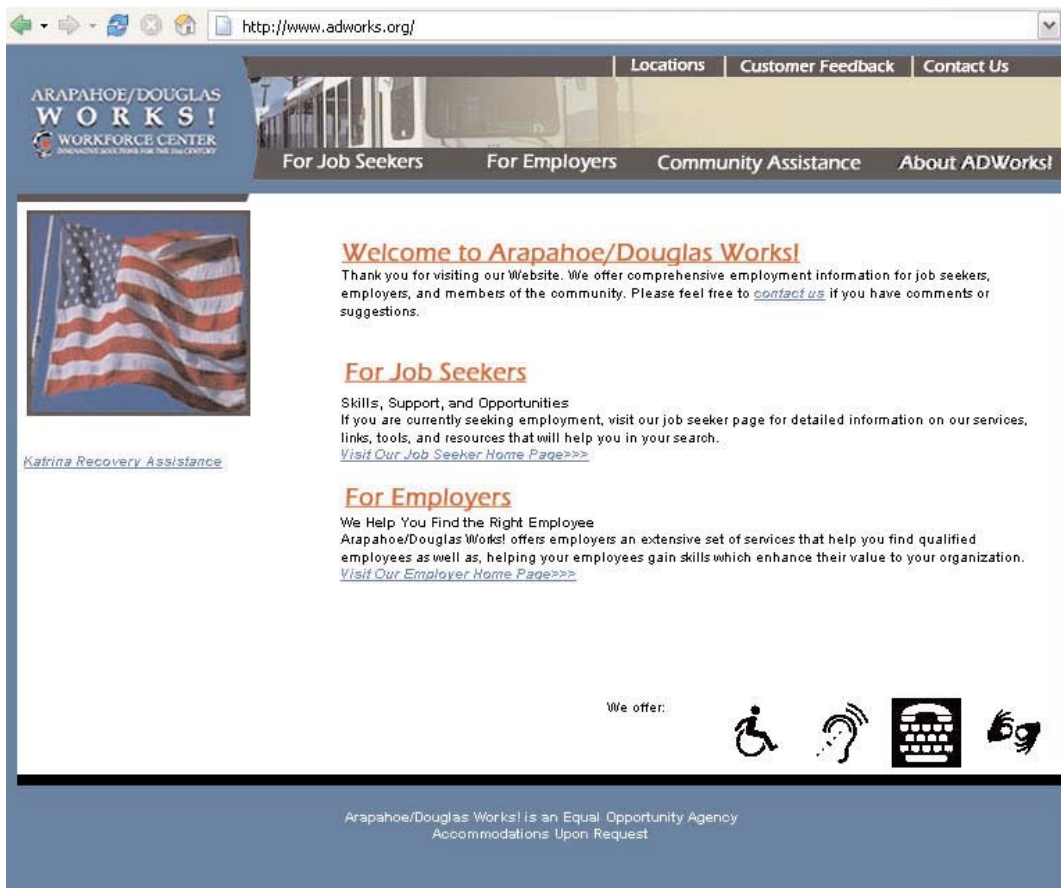


Simpson with Pickens Tech was chosen to speak at the conference. The Youth Council is currently working on projects in the following areas: leadership, career pathways and independent living. The Hudson Gardens, project as well as the Explorers Post, are two examples of activities that have been planned through the youth council.

Awards and Recognitions

Arapahoe/Douglas Works! was acknowledged by Sam's Club/Wal-Mart as an employer's image of an ideal Workforce Center. In PY06, Sam's Club will send a video crew to make a training film for managers nation-wide on workforce centers and how to use them.

The Arapahoe/Douglas Works! Youth Program was recognized as Program of the Year by the A/D Works! Pulse Team due to its stellar results in PY05.



Mission:

To provide comprehensive and effective employment, training and supportive services.

Vision:

As trusted stewards of the county's future we provide the best in public service.



Workforce Boulder County

REGIONAL PROFILE

Description of Boulder County

Boulder County is large and diverse, encompassing 741 square miles and featuring everything from the spectacular scenery of Rocky Mountain National Park to lush farmland. The population of Boulder County is approximately 294,000, with about 101,718 in the City of Boulder, another 82,798 in the City of Longmont, 24,319 in Lafayette, 19,187 in Louisville and the remainder dispersed throughout the smaller towns of Lyons, Nederland, Ward, Jamestown, Superior, and Erie and unincorporated areas, including the communities of Niwot, Gunbarrel, and Allenspark.

Boulder County is home to the state's largest university, the University of Colorado. The enrollment at CU in 2005 was 28,624, of which 47% were women and 53% were men. In addition, Front Range Community College has a Boulder County campus in Longmont. FRCC's Boulder County campus enrollment for 2005 was 6,832.

Boulder County Economic Conditions

Boulder County has a vibrant and diverse economy. The largest employers are technology and healthcare related. Other major industries are research development and testing, pharmaceutical manufacturing, natural and organic products, and several business services.

Boulder County has one of the nation's largest concentrations of research laboratories and high-tech industry. The Longmont-Boulder MSA leads the nation in the concentration of software related jobs, according to the Software and Information Industry Association (SIIA). According to the 1998 Colorado Office of Budgeting and Planning, Boulder County represents 20% of Colorado's advanced technology firms and 25% of its advanced technology workers. However, over the past six months, there has been significant change in the IT industry and, as a result, while Boulder County has had an overall job growth of 2,286 jobs, nearly 1,000 IT-related jobs have been lost due to takeovers and downsizing. These are relatively high-paying jobs.



Bob Rivers and Linda Hernandez, WfBC employees at the 2006 Business Expo.

Retail makes up a large portion of Boulder County's total employment. And with the development of the new 29th Street Mall at approximately 150,000 total square feet of retail space, the city looks to gain 1500 new jobs at

that location alone. The city has also begun planning for incentives to keep existing businesses from leaving and attract new businesses to the city.

According to the Longmont Area Economic Council's 2006 Existing Industry Report, Longmont's industrial base is comprised of 247 primary employers that provide more than 14,000 jobs, with 184 (74%) of the companies located in Boulder County, and the remainder located in Weld County. This represents an increase of 3% in Boulder-based companies in the Longmont area over last year. Survey results indicate the potential for 1,358 new jobs, \$95.6 million in capital investment and use of more than 941,000 additional square feet of space over the next three years. The technology sector accounts for 76% of the estimated new investment. The percentage of companies planning growth (56%) is the highest in 5 years.

Traditional industries such as agriculture, food processing, and mining continue to decline in Boulder County as developers build office parks and neighborhoods in the plains surrounding the city of Boulder.

The Boulder County labor force is around 171,348 workers. Of these, 164,215 are currently employed. According to the Colorado Department of Labor, the Boulder County unemployment rate has decreased from 4.8% in June of 2005 to 4.2% for June of 2006, as compared to the statewide unemployment rate of 4.7% in June 2006 (down from 5.3% in the same period in 2005).

Because Boulder County has a higher concentration of employment in the manufacturing, professional, technical,

and information sector, the workforce must be highly educated and trained. Boulder County has a strong level of higher education opportunities and a highly educated work force. 52.4% of the Boulder County workforce age 25 years or older have a bachelor's degree or higher. According to the Job Link database, Workforce Boulder County's applicant pool is highly educated: 58% have at least some college and 32% have a 4-year college degree or higher.

Services of Workforce Boulder County

- **Services to Job Seekers**
WfBC provides a comprehensive and integrated one-stop system at two convenient locations in Boulder County, 2905 Center Green Court in Boulder and 1500 Kansas Avenue, Suite 4D in Longmont. Job seekers have access to resource centers, learning labs, job search assistance, case management and occupational training assistance from the Employment Advisement Team. The team provides desk-level assessment, provides labor market information, offers referrals for community resources, does file searches for jobs through Job Link, and manages the resource center.
- **Career Assessment Workshops:**
CAWs are one- to three-hour facilitated workshops in career assessment, resume writing, and Internet job search. Workshops cover a variety of topics including career

V alues:

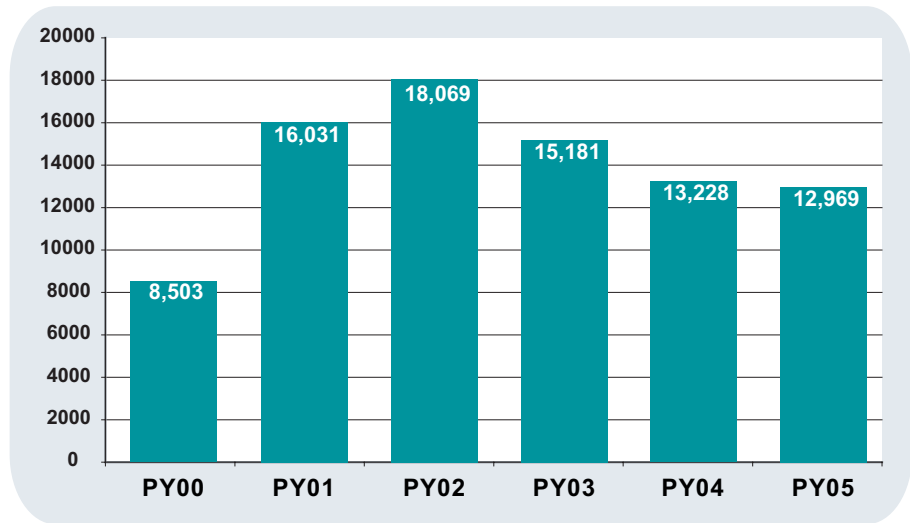
- **Value and respect diversity and build on the strength of individual employees**
- **good stewardship of the environment and our stakeholders, provide opportunities for citizens**
- **seek to continuously challenge and improve ourselves thru innovative creativity**
- **provide excellent service**
- **work hard and are proud of our accomplishments.**



S **Success**
Story: Through interagency collaboration, a Work First (TANF) case manager referred one of her clients to the WIA Youth and Young Adult program. She is a 20 year old single parent with a variety of barriers to employment. Together, she and I developed a customized educational and occupational plan that was implemented through partnerships with Front Range Community College's CNA program and the Longmont United Hospital internship program.

(Continued next page)

**WfBC - All Job Seekers
 Program Year Comparison**



exploration, resume writing, networking, and interviewing skills. Currently, WfBC has 4 ongoing workshops titled Career Exploration, Re-Zoom Your Resume, Not Working? Try Networking!, and What's Your Interview IQ?

- **Self Directed Labs (SDLs):** SDLs offer self-directed and self-paced Microsoft Word, Excel, Power Point, and Access Database tutorials. Also available are self-paced preparation for GED / Workplace Literacy Certification.

In PY05 the SDLs were upgraded to include assistive technology, and now have speech-recognition software, screen-reading software (for both individuals with low vision and individuals with learning disabilities).

- **Services to Employers:** WfBC's Business Services Team concentrates on the demand side of labor exchange, the employers. The team serves employers throughout Boulder County, taking job orders, doing file searches for potential applicants, and hosting job fairs. Team members focus on one of four sectors: technology, manufacturing, healthcare, and retail. In addition, the team includes individuals who focus on the needs of veterans and mono- and bilingual job seekers. Their work with local businesses helps provide more, and more suitable, opportunities for these populations. One of the primary reasons the team has been able to successfully serve businesses in the county is the ability of team members to build one-on-one relationships with members of the business community.



During PY 05 Workforce Boulder County facilitated business forums on a quarterly basis. During Workforce Month, WfBC partners with the Broomfield Workforce Center to present “The State of the Economy” with Richard L. Wobbekind, from the LEEDS School of Business. This forum takes place during Workforce Development Month and last year had over one hundred attendees. WfBC will continue this event on an annual basis and will have other business oriented topics presented throughout PY 06. The forums are another mechanism to market WfBC programs and services to the business community. WfBC’s ongoing partnership with Broomfield allows both Workforce centers to leverage resources for the business community.

WfBC Youth Programs

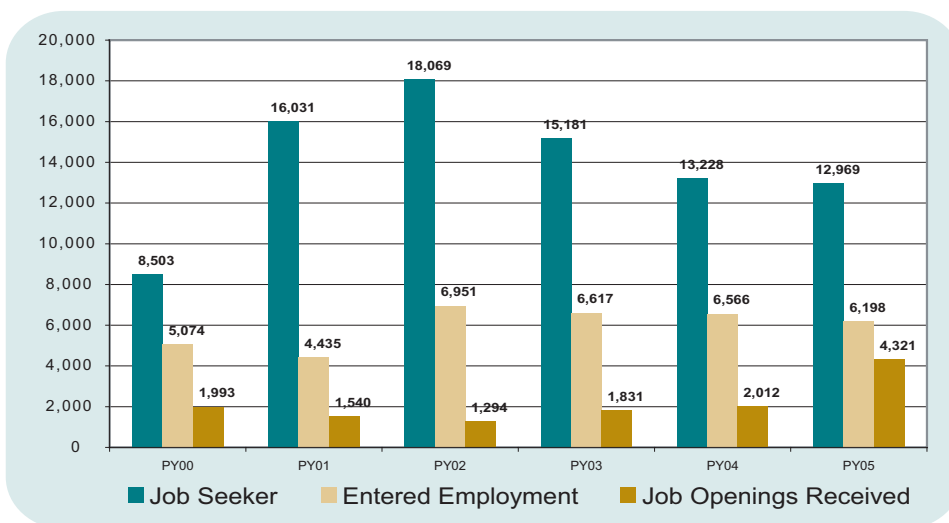
- **Youth WIA:**
Youth ages 14-21 are referred to WIA by parents, schools, social services and community based organizations. Program services are provided by Workforce Boulder County and through a network of youth service providers in Boulder County. Youth must be willing and capable to participate in the program.
- **Youth Internships:**
As part of this program, WfBC offers summer internships for youth ages 14 – 25 with special needs. These internships are 20 hours per week for eight weeks. Salary and Workmen’s Compensation are paid for by WfBC. The employers and youth are matched based on skills and interests. Job coaching and accommodations are provided as needed. WfBC gives bi-monthly workshops

(Success story continued)

After successfully completing the CNA program, the young lady and I worked to prepare her for interviewing with the hospital. Again she was successful and worked as an intern for 8 weeks. Her positive work performance led to her being hired full-time as a CNA, and she is currently applying for an LPN degree program.

- Ryan, WfBC Program Specialist

WfBC - All Job Seekers Program Year Service Comparison



“Without my mentor by my side, I don't think I could have had the chance to change my situation. With her advice, pride [in] and appreciation of me, I am a better person. My children and I love her very much.”

- Anonymous TANF client participating in Project Work Together

for youth to enhance soft job skills and checks in weekly with employers and interns.

- **Bridges to the Future:**

Workforce Boulder County, Adams County One Stop Career System, St. Vrain School District, Adams County Twelve Star School District, and Front Range Community College received a Youth Discretionary grant to provide intensive, academic, career awareness, personal development, leadership activities, and college preparatory classes to non-native speakers of English, first generation college students, or low socioeconomic status young adults. In addition, this program provides education and referral services to parents of participating youth. These services include assisting with access to one-stop and social services, and linkages with other human service agencies in the region.

- **Workforce Week – “You’ve got the Look: Preparing for Your Role in the Workplace”:**

“You’ve Got the Look” is a four part series of workshops that teach 14-21 year olds how to look for jobs, how to apply for jobs, how to interview, and how to succeed on the job. The series was repeated this year with such success that every one of the 21 locations across the county (including schools and community based organizations) asked to be included again next year. Individuals age 16 and over

became eligible for a S.E.E.D. internship. More than 260 youth participated in these workshops and 169 received a certificate for completing the entire series.

- **Social Security**

- **Administration Grant:**

This is a five year research grant to assist youth with disabilities ages 14-25 who are currently receiving SSI, SSDI, or CDB to maximize their economic self sufficiency and career advancement.

Participants in this grant are selected by the Social Security Administration. A three person I-Team consisting of a Navigator, a Career Counselor, and a Benefits Planner provide client centered services to those selected to be in this program. The services being provided are designed to expose youth to work experiences, enroll students in training or post secondary education, connect consumers with existing community resources, and place those who are job ready into the work force.

- **Disability Program Navigator (DPN)**

The Disability Program Navigator (DPN) position serves as a reference librarian, consultant and problem-solver to staff, partners, jobseekers, employers and community based organizations on issues surrounding barriers to employment and disability. Client advocacy is provided as needed with the preferred goal being to model for the individual how to advocate effectively for one’s self (and to provide peer support) in gaining access to services and/or employment.



The Disability Program Navigator at WFBC also works with job developers/job coaches from other community based organizations to increase both awareness of WfBC services and access to those services for their clients. Assistive Technology training has been provided by the DPN on a bi-monthly basis to all workforce center staff in the Boulder and Longmont offices.



Jerry McConnell, WfBC employee, showing accommodations (Pocket Talker Pro personal hearing amplifier with a neck loop conductor that connects to hearing aid).

The DPN has performed outreach and presented to partners, community based organizations and employers in Boulder County on the provision of reasonable accommodations, the ADA (Americans with Disabilities Act) and Assistive Technology equipment available at the Workforce Centers. This has resulted in an increase in client/jobseeker referral from these entities to WfBC for employment services. A one-page guide for job seekers has been developed and distributed to partner agencies and community based organizations to give to their clients who are being referred to WfBC for employment related services.

Monolingual and Bilingual Services

WfBC currently serves Spanish speakers in the Longmont and Boulder offices by providing Work Registrations, Resume Writing, and Unemployment Insurance information in their own language. WfBC also provides resource information for job seekers who need educational assistance such as ESL (English as a Second Language) or GED referrals provided within the community. St Vrain Adult School, FRCC, and Intercambio provide such services. Bilingual applicants have greater opportunity in the current job market when seeking work.

WfBC participates in the State's Limited English Proficiency (LEP) Task Force and has also developed a relationship with the Longmont Police Department and is assisting in the recruitment of Latino and women police officers. WfBC is also engaging in additional strategies to prepare their LEP clients to be competitive for jobs above the entry level.

PARTNERSHIPS

Meeting Service Challenges

Challenges that were identified by WfBC and met with the development of a variety of partnerships and projects in PY05 were:

- **Need for regional partnerships with employers:** through the Business Services Solutions Grant, WfBC was able to provide funds for incumbent worker training and increase our partnerships with local businesses in the targeted fields of Healthcare, Renewable Energy, Technology, and Manufacturing.

"I really enjoy working with families encouraging good parenting skills and reading activities, as well as being a supportive caring person who is able to help them sort out priorities. I can listen to problems without rescuing. This is a wonderful program, and I have really enjoyed working with Veronica and hope that I can help her more in the future. I am so proud that Boulder County has programs like this."

- Anonymous PWT mentor

- **Increase in region for jobs in emerging markets, such as healthcare:**

WfBC participated in the Northern Healthcare Consortium and provided certification training for employees at Exempla and Longmont United Hospital. Training was provided, through the WIA Adult program, to recruit and hire CNA interns for Longmont United Hospital.

- **Need for a more prominent identity in the community:**

WfBC has increased its involvement in community events and hosting job fairs; it has staff participating in the Metro and Statewide Marketing Task Forces.

- **Lack of employment opportunities, especially career oriented opportunities, for youth of Boulder County:**

WfBC continued the S.E.E.D. Program, Workforce Week: "You've Got the Look: Preparing for Your Role in the Workplace" workshop series, and Youth Transition Grant Project.

Workforce Development Board Recruitment

In an effort to have representation from a wider selection of industry sectors, Workforce Center staff recruited nine new members from CTEK (manufacturing and technology), Home Depot (retail), Exempla Good Samaritan (healthcare), Copan Systems (Technology), Barnes and Noble (retail), the Boulder Chamber, the Daily Camera, a local

staffing agency and a local glazier's union. These new members have sponsored internships and joined specific task oriented board committees.

Project Work Together

WfBC administers a volunteer mentorship program to assist Temporary Assistance for Needy Families (TANF) participants. The mentors assist families with the challenges of day-to-day living, providing encouragement, motivation, role-modeling, and guidance to transition to self-sufficiency. This program is a joint program supported by Boulder County's Department of Social Services and Community Services, managed from a home-base at the WfBC office in Boulder. A total of 68 clients were matched with mentors through this program.

Boulder Bridge Program

The Boulder Bridge Program serves ex-offenders in literacy, skill development/training, and job placement creating financial independence and self-sufficiency. The Bridge ex-offender program is funded through two sources (1) Discretionary Incentive Grant – Program Year 2005-2006 and (2) Wagner Peyser 10%. Our program was designed to have a positive, direct impact on the clients we are entrusted to serve with this grant.

Positive working relationships we have developed through the collaborative efforts of Workforce Boulder County, Front Range Community College and Boulder Probation have created an atmosphere of commitment, dedication and a sense of common purpose with all partners in this grant. Altogether positive



connections with 20 grant partner agencies and other community agencies have been made.

And, while a total of 50 individuals were planned to be served in PY05; the actual total served was 135. Our clients benefited from this project in the following ways:

- 100% Entered Employment Rate for those clients who have been positively exited out of the program
- Over half our clients are first time college students; they are achieving success due to the supportive services provided by this project
- Recidivism rate is lower than the national average

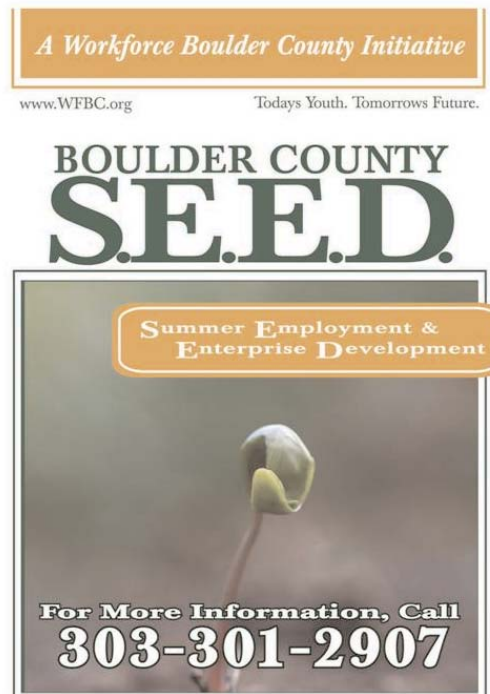
Summer Employment and Enterprise Development (S.E.E.D.)

This project seeks to grow the workforce of the future by increasing employment opportunities for young adults in Boulder County. Opportunities are created by businesses investing a \$1000 work scholarship to either host an internship at their work site or to provide a gift scholarship for an internship to be hosted at a non-profit or business that cannot afford the scholarship. WfBC in turn recruits, screens, and delivers specialized work preparedness training to the young adults that apply for a S.E.E.D. internship.

The Boulder County S.E.E.D. Program has also increased WfBC visibility among the business, education and economic development communities. The Longmont Area Economic

Development Council helped to promote this program over the past two years, which led to business participation and sponsorship and also helped to recruit a business member to the Workforce Boulder County Workforce Development Board.

During the first summer of the program, in 2005, WfBC partnered with organizations in Boulder County to provide 35 S.E.E.D. internship opportunities. Four of these organizations hired their interns for permanent employment after the internship period was completed. S.E.E.D. was recognized by the Colorado Department of Labor for being an innovative project, and received an award at the 2005 Colorado's Best Practices Symposium.



SEED packet

I want to say thank you for another successful year with the SEED internship program. I had the great privilege of bringing [my intern] back into Copan Systems this summer. As much as I was impressed last year with [her] performance, I was amazed at the growth she has exhibited since last year.

The SEED Internship program promised to present highly motivated candidates for position. I believe that your selection process is outstanding. "

- Jennifer vonLintel,
HR Manager, COPAN
Systems, Inc.

Leeds School of Business

As part of WfBC's ongoing partnership with the University of Colorado's Leeds School of Business and the Broomfield Workforce Center, WfBC and Broomfield co-sponsored a business forum as part of Workforce Month at the Omni Hotel. Richard Wobbekind of the Leeds School of Business spoke to more than 100 members of the business community on the state of the Colorado economy and how it performed in relation to the national economy. Due to the success of this event, it is being repeated as an annual event, continuing the partnership among WfBC, Broomfield Workforce Center, and The Leeds School of Business.

Exempla Project

WfBC worked with the Denver Mayor's Office of Workforce Development, Exempla Good Samaritan Hospital in the City of Lafayette, and Front Range Community College (FRCC) to develop two career ladder training programs, one beginning at the CNA

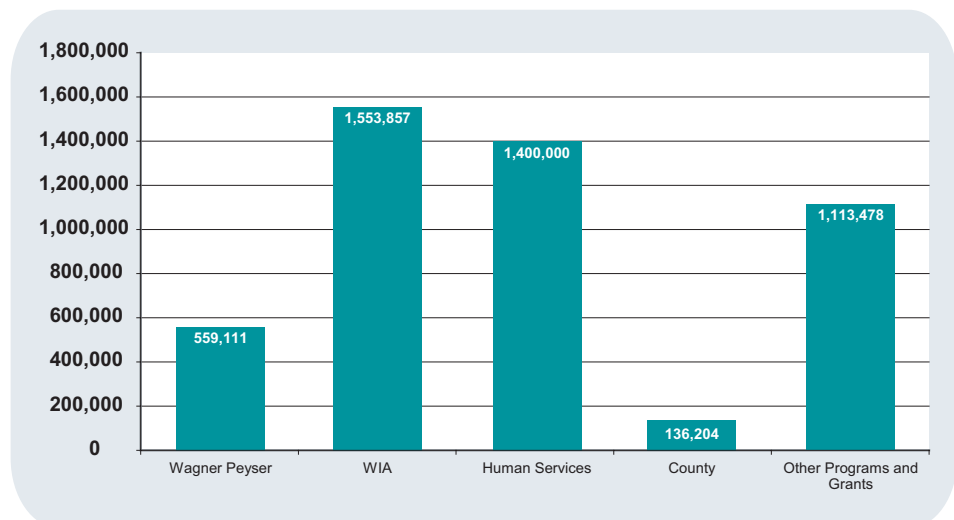
level and a second beginning at the Dietary Management level. Each of the career ladder rungs represents opportunities to be offered in high-demand occupations, with the highest level position at the top of the ladder being the position of highest demand. At the lowest rungs of the ladder, students are offered GED and ESL basic skills training, along with medical terminology and other basic health care classes. As students advance, higher-level classes are offered. 8 CNA students out of 10 have passed the board exam for CNA certification. The 7 Dietary Management students completed their course work in April and will sit for the Dietary Managers Exam in August of 2006.

Talent Development

Governor's Summer Job Hunt

The Governor's Summer Job Hunt is a program that serves youth ages 14-21, providing job referrals and building confidence by teaching job readiness skills and providing career coaching

WfBC - Funding Breakout
PY 2005 Total Funding = \$6,088,000



WIA Performance PY05

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	114%	Entered Employment	103%
Employment/Credential	107%	Employment/Credential	100%
6 Month Retention	109%	6 Month Retention	100%
6 Month Earnings Change	157%	6 Month Earnings Change	59%

OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	105%	Diploma	111%
Employment/Credential	132%	Skill Attainment	82%
6 Month Retention	95%	6 Month Retention	108%
6 Month Earnings Change	23%		

CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Employers	95%
Satisfaction - Job Seekers	101%

through workshops and computer based labs. According to the Summary Job Hunt Report, 88 individuals obtained employment.

WfBC chose to recognize the 2006 participants with an Appreciation Ceremony for our business community and the participating youth. While this Appreciation Ceremony was designed to demonstrate our thanks, it evolved into an effective networking event for both the business community and the youth participants.

WfBC recognized the importance of developing partnerships with a selection of established GSJH employers and youth friendly organizations so that the relationships developed this year would not need to be recreated next year. These partnerships will continue to be enriched and will be a strong focus for the PY06 GSJH.

Northern Healthcare Consortium Grant

The Northern Healthcare Consortium is a two-year grant that provides education, career advising and

assessment services to participants in a number of healthcare settings. The goal of the project is to provide opportunities for employees to gain skills to move up the career ladder within their organization. This project represents an innovative partnership between a workforce board, community college, two hospitals and a long-term care association.

Workforce Boulder County has worked with Longmont United Hospital to develop youth internships and adult CNA internships, and the business services team has posted over forty job openings with Longmont United Hospital. Business Services will also be working with Longmont United Hospital and Exempla Good Samaritan Hospital to provide sterile process certification for the sterile processing technicians. Approximately twenty employees will be trained (10 from Longmont, 10 from Exempla) and each employee will be given a 5% increase in wages following the training completion and certification.

“The [renewable energy] instructors were of the highest caliber, experts in the field of hands-on implementation of sustainable energy projects all over the developing world... [Their] knowledge can be leveraged so that Lumin will not unnecessarily waste time, energy and valuable resources... Learning from these individuals ... resulted in an even greater commitment to Lumin's vision to make a lasting contribution in the realm of global communications...”

- Sally Lyon of Lumin IP, WfBC Business Services Solutions Grant recipient



Judy Willis, WfBC employee, showing check received for grant to continue 50+ program.

50+ Workshops and Networking Events

The goal of this project is to increase employment opportunities for older workers (i.e. those who are ages 50 and older) through assessment and intake, and individual and group counseling, as needed. A licensed professional counselor, experienced in employment issues for the older worker, meets with each client for intake to determine appropriateness for particular group services, other resources needed, or to help in a crisis situation.

WfBC provides several services exclusively for 50+ workers:

- 50+ Networking Group, held monthly
- Transition, Transform, Transcend, Careers After 50, held every other month
- Rebound Group, held 3 times a month
- One hour individual Intake/Counseling for 50 + clients.
- **Colorado Community Healthcare Network** (Plains Medical Center, People’s Clinic, Clinica Campesina, Salud Clinic, and Mountain Family Clinic): This project is intended to increase the medical/clerical skills of medical clinic front desk staff to improve the level

These groups and individual sessions are designed to provide a stabilizing and supportive factor in the lives of people 50 and older dealing with depression and/or anxiety as a result of unemployment. Being with peers experiencing the same challenges and hearing other people’s coping strategies and successes contributes to relieving depression and anxiety which is required to gain employment.

ECONOMIC TRANSFORMATION

Business Services Solutions Grant

The purpose of this grant was to provide training to incumbent workers of Boulder County businesses that represent the technology, manufacturing, health care, and renewable energy industries. Front Range Community College’s Institute for Community and Professional Development and other trainers are partnering with WfBC to provide curriculum and instructors for customized trainings. Trainings have been completed at Tyco/Valley Lab, the Colorado Community Healthcare Network and Lumin Innovative Products. Additional trainings have been approved for Sirenza Microdevices, Sonora Medical Systems, Lumin Innovative Products, and a joint project with Exempla Good Samaritan Medical Center and Longmont United Hospital.



of customer service the clinics provide, as well as increase overall efficiency of staff.

- **Valley Lab / Tyco** (Boulder - technology / manufacturing): This project provides high level machine shop training to support the development and manufacturing of generators and instruments used in electrosurgery, vessel sealing, and other treatments to increase efficiency and productivity
- **Lumin Innovative Products** (Boulder – renewable energy) This project is designed to train employees in implementing renewable energy and developing photovoltaic applications in third world countries, and will allow Lumin to compete effectively in the international marketplace.

Longmont Area Economic Council

The Longmont Area Economic Council (LAEC) has provided important support to WfBC, from providing data to leadership to important contacts through the Human Resources Roundtable. WfBC used the economic reports provided by John Cody (the President and CEO of LAEC) for market evaluations and other business data. LAEC hosts Investor Series Breakfasts and also sponsors the Cornerstone Awards Luncheon to recognize companies that have taken risks by expanding their operations in the Longmont area.

Cody's commitment to Workforce Boulder County includes serving as the head of the Board of Directors

Marketing Committee that was instrumental in advocating the development of a benchmark to rate Workforce's market presence with Boulder County employers. With his assistance, the University of Colorado Business Advancement Center was hired to survey Boulder County employers to determine their awareness about Workforce Boulder County, or if they were an existing client, their level of satisfaction. The resulting data provided a baseline that can be used to determine the efficacy of future marketing efforts.

High Plains Recognition

As part of the Colorado Performance Excellence Award (CPEX), which is a four-step process, WfBC applied for recognition at the initial High Plains level. This requires organizations to assess their organization's overall structure and makeup by completing an Organization Profile. In addition to a completed Profile, the organization must undergo an audit by CPEX examiners, who make a recommendation to the judges. In PY05, WfBC completed the application and was awarded recognition at the High Plains level and began the process for taking the next step to the Foothills level.



“I consider workforce development an integral part of economic growth and an important resource for communities interested in increasing wealth for all their residents” - John Cody, President and CEO of the Longmont Area Economic

The screenshot shows the homepage of the Workforce Boulder County website. At the top, there is a navigation bar with the website's name and logo, contact information for two locations (Boulder and Longmont), and a 'Contact Workforce Boulder County' link. Below this is a secondary navigation bar with the URL 'www.wfbc.org', a search prompt 'Tell me about the Workforce Center', and the date 'Friday, September 22, 2006'. A vertical sidebar on the left contains a list of service categories: 'Our Offices', 'For Employers', 'For Job Seekers', 'For Youth', 'For Veterans', 'Other Services', 'Training', 'Unemployment', 'Workshops', 'WIA Policies', 'Job Links', 'Events for Job Seekers', 'Events for Employers', and 'WFBC Staff Only'. The main content area features three primary service sections: 'Employers' (Place job orders in statewide database to match for qualified applicants), 'Job Seekers' (Connecting Colorado can match you with jobs from local employers), and 'Unemployment Insurance' (Benefits and Claims). Below these are several promotional boxes: 'Register with the Workforce Center' (Click here to learn how to register with the workforce center and search for jobs), 'Colorado Labor Market Information', and 'Help your jobsearch by taking one of our workshops. Ask one of our employment advisors to sign you up.' At the bottom, there is a 'CAREER oneSTOP' logo and a banner that reads 'Attention Veterans!'.





Denver Division of Workforce Development

REGIONAL PROFILE

While the national economy stabilized, the Metro Denver recovery prevailed in 2005 and continued to outpace the nation in employment growth each month through November 2005. The population in the Metro Denver area continues to grow with an average annual increase of 2.1 percent from 1996 to 2006.

Denver has an active and skilled workforce with a diverse employment base across a large range of industry sectors. In the Denver metro area, office and administrative support (14.5%), sales and retail (13.2%) and management (11.5%) are also the top occupational categories. Compared to the Denver metro area, City and County of Denver residents account for a higher portion of the labor force in the legal, education / training / library, healthcare practitioners, healthcare support, food preparation, building cleaning & maintenance, sales, construction, and transportation occupations.

It is not surprising that with Denver International Airport nearby, a higher concentration of transportation occupations is expected for City residents. If current trends continue, the highest resident occupational growth rates in the City and County of Denver will be in community and social services, healthcare support and protective service occupations from now until 2007. In absolute numbers, City and County of Denver resident

occupations with the largest growth will be in management, education & training and sales categories from now until 2007.

As reported in the Spring 2005 Colorado Job Vacancy Survey, an estimated 39,717 jobs were available for hire, up from the 23,300 vacancies found last spring. In June 2005, about 18,500 Denver residents were unemployed, corresponding to an unemployment rate of about 6.0% of the current total labor force. Although Colorado is fourth in the nation with almost 39 percent of residents holding a bachelor's degree or higher, Denver is below the Metro average in high school graduation.

The City and County of Denver has a population estimate of 545,198 with more than 241,000 households, and a working population of roughly 400,000. Metro Denver has a very educated workforce. In 2005, 85% of Denver County's workforce and 89% of metro Denver's workforce had high school diplomas; nearly 41% of city residents and 38% of metro residents had bachelor's degrees; more than 13,000 students graduated from metro Denver public four-year colleges; and 5,000 students graduated from metro-area community colleges. Job seekers were most likely to be hired in the office and administrative, sales, and construction and extraction occupations. In fact, more than one-quarter of metro-area residents who were looking for employment desired office and administrative support jobs,

Denver has an active and skilled workforce with a diverse employment base across a large range of industry sectors.



Our research and study of current information on employment trends, labor force availability, employee benefits, salary profiles, and educational requirements, helped to inform our planning to begin "growing our own" by enhancing the skill levels of students and incumbent workers.

while nearly 20% were searching for either sales or construction positions.

Our research and study of current information on employment trends, labor force availability, employee benefits, salary profiles, and educational requirements, helped to inform our planning to begin "growing our own" by enhancing the skill levels of students and incumbent workers who are interested in gaining knowledge and skills in high-growth industries requiring an understanding of math and science. The Denver Division of Workforce Development (part of the Office of Economic Development) began responding to employer needs on a sector-by-sector basis, primarily through the work of OED-DWD Account Representatives and implementation of the US Department of Labor WIRED Grant. Business sectors were targeted in Healthcare, Hospitality, Protective Services, Energy, and Business Services, and became our primary industries of concentration. Under the WIRED Grant we will target the following high-growth industries: Aerospace, Bioscience, Energy, Information/ Software, and Financial Services.

One Stop System

In Program Year 2005 the City and County of Denver operated a decentralized workforce delivery system through each of its six workforce centers and the Business Assistance Center. The OED-DWD strategically provides a full menu of products and services to its customer base including, but not limited to, training, education, and job search assistance to respond to the labor market needs of targeted industries. Instructional approaches and

assessment tools are constantly being developed and utilized to alter the way in which job seekers prepare for work. We facilitate collaboration among non-profit organizations, educational institutions, and private sector industries and businesses. By tailoring our services to the business community we are able to sustain a labor exchange system that is mutually beneficial to our system's customers.

There are six Workforce Centers within the Denver area that are equipped with tools needed to build a strong candidate pool and develop collaborative relationships with our business community. In addition to core, intensive, and training services, the Denver workforce centers offer the following specialized services to help meet the needs of job seekers with unique employment and life situations.

- **Free Family Law Clinic**
- **Disability Services**
- **Refugee/Immigrant Services**
- **Veterans Outreach and Case Management Services**
- **Community Service/Workpool** – This is an unpaid work experience designed to provide career exploration and job skills for participants with limited experience. These are usually part-time, entry-level placements with a non-profit employer.
- **City Works** – A government career track preparing eligible TANF-funded candidates for employment with the City and County of Denver. Upon

successful completion of an unpaid work experience, candidates enter a structured training position leading to full time employment.

- **The Business Assistance Center (BAC)** was established to make available OED's resources from a central point, informing small businesses of services offered through the agency including employment and training services offered through Workforce Development.

Speer Workforce Center Remodel

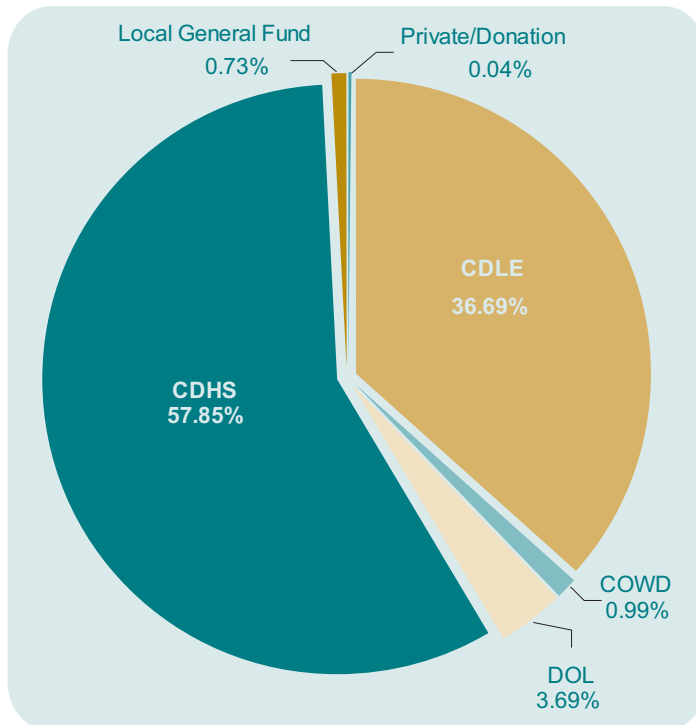
In the Spring of 2006 we began expansion of the downtown Workforce Center to include remodeled space for the Youth Services Unit and additional space for our training department. Some

features included in the expansion are: two new computer resource labs, three additional training rooms with upgraded "SmartBoard" technology, and a large dedicated space to house the Denver Readiness Certification Program (DERC).

King Trimble Community Center (partnership with Making Connections-Denver (MC-D))

In February 2005, OED-DWD assumed possession and management of the King Trimble Center, located at 2980 Curtis Street, from the Denver Housing Authority. This community building, which includes a computer lab run by OED-DWD, provides additional workforce development services to local community residents, many of whom are residents in subsidized housing. A community resource organization, MC-D is

PY05 Expenditure Report for all Funding Sources - \$25,102,093





ED-DWD

has instituted significant changes in its infrastructure, programming and services to advance to becoming a market driven system.

housed in the center and provides reception services and community outreach programs to insure that community residents are aware of the facility and services available at the center. MC-D offers oversight and day-to-day management of the center where meetings, events and other community development activities are hosted.

Denver International Airport Workforce and Business Assistance Centers

OED-DWD celebrated the first year of its DIA Workforce and Business Assistance Center operations with an open house and breakfast for DIA businesses. In PY2005, the DIA Workforce Center: assisted 400 to 500 job seeking customers per month; registered 3156 job seekers for job placement services; administered business responsive training assistance for job seekers (i.e., customer service, security preparation and job readiness training); and conducted job fairs and customized recruitment for DIA businesses including:

- Ampco Parking – Customer Service Agents/Vehicle Service Reps
- Hertz Rent a Car – Customer Service Agents/Vehicle Service Reps
- Sky West – Customer Service Agents/ Baggage Handler
- Avis – Customer Service /Parker/Driver
- Air Carriers serving DIA

Service Delivery Strategy

Since its formal integration with the newly created Denver Office of Economic Development in August 2004, OED-DWD has increased the efficiency and effectiveness of its services and policies by using a data-focused, analytic approach to inform program planning, implementation and evaluation.

OED-DWD has instituted significant changes in its infrastructure, programming and services to advance to becoming a market driven system. Through formal vision, mission and value statements, there is universal understanding that exists within OED-DWD to provide job seeking customers with the right skills so they in turn become the human resource capital through which businesses can stimulate and sustain economic growth.

The use of workgroups was instigated throughout the workforce centers as a way to enhance service delivery and improve business processes. This is a cross-divisional mechanism that utilizes broad representation from employees within the system tasked with particular issues/situations. The recommendations and solutions resultant of the workgroups are implemented, evaluated and ultimately improve performance.

Four Account Representatives (Account Reps) were hired and trained to perform targeted outreach to business customers in the five targeted sectors of Healthcare, Hospitality, Protective Services, Business, and Energy. The Account Reps completed an in-depth study and report on each of these targeted sectors, and information contained in the reports



was used to guide cost-effective, creative solutions to meet the training and employment demands of the industries. As they continue to perform business outreach, these Account Reps play an essential role in OED's agency-wide integration of its four divisions that encompasses the services of Business Development, Workforce Development, Small Business Opportunity, Housing and Neighborhood Development, and the OED Business Assistance Center.

Organizational Restructure

Working with Career Service Authority, OED-DWD reorganized its staff structure to better respond to market needs. In addition to new classifications, the reorganization resulted in the development of career paths for staff which allow for increases in skill and responsibility levels. This restructure included an increase in organizational accountability to ensure continuous improvement. Integral elements of the restructure were:

- expansion of the Account Representatives
- accountability charting
- contracts management and program evaluation unit integration
- management by data with transparency to all levels, and
- a comprehensive communications plan.

Technology Improvements

- **Key Tags** – OED-DWD implemented the use of customer-friendly key tags (swipe cards) to allow job-

seeking customers access to resources in a timely manner and to improve tracking of customer services. The use of key tags presented many benefits to the overall system:

- Increased efficiency in use of staff time
 - increased customer participation
 - facilitated the accumulation of quantitative data which tracks customer participation in workforce services
 - tracked customer attendance at OED-DWD-sponsored job fairs
- **Strategic Advantage** – This web-based economic development tool with Economic Forecaster, Career Pathways and EconomicImpact Professional web software was installed to allow OED-DWD to gather and project county level data by industry, occupation and demographics, run scenarios calculating ripple effects with an input-output model, and advise the available workforce on skills needed to meet the current business demands. It was used by our workforce advisors as a crosswalk between the existing skills of our workforce customers and the skill sets required of our business customers in the five targeted sectors.



- **The Quiz Assessment** – This assessment was administered to all OED-DWD staff as a part of the OED University’s focus on developing and maintaining skills of employees, organizational performance, and team and group collaboration. The Quiz Assessment provided information on the level of each employee’s knowledge and literacy around the use of technology and individual plans for improvement were developed based on test results.

3-1-1 Customer Care Project

In early 2005, OED became an “early implementer” of this initiative to improve the City’s overall customer service satisfaction rating, one of Mayor John Hickenlooper’s five major goals. The project established a call center to efficiently answer citizen questions, and it complements OED-DWD’s transition to a market-driven business model.



OED-DWD Staff and Community Partners coming together to discuss and share ideas around market-driven approach to workforce services.

In preparing to launch the 3-1-1 system, the City documented business processes in agencies throughout the

system to find opportunities for greater efficiency and accountability. By assigning a tracking number to service requests, the City is able to better evaluate its performance.

Transitions to a Market Driven System

OED-DWD has instituted significant change in its infrastructure, programming and services to advance to becoming a market driven system. The agency trained and deployed four Business Account Representatives to ensure market needs were being met. During PY2005, the Account Reps:

- facilitated 78 job fairs for business customers
- assisted over 3,400 job seeking customers who attended job fairs
- marketed over 1,700 positions listed by businesses participating in job fairs
- developed 163 new business contacts, resulting in 756 new job postings
- developed and implemented a business response strategy for the targeted industry/sector markets (Hospitality, Energy, Health Care, Protective Services and Business Services), and
- established a Continuous Improvement Team, an internal group of managers and supervisors who monitor and measure program and service-delivery methods and processes, and recommend appropriate changes and modifications

Denver Employment Alliance Market Driven Network

In November, OED-DWD facilitated a day-long retreat with community based service providers from throughout the city in order to present OED-DWD's market-driven approach to workforce development as the most efficient and effective method for ensuring long-term job seeker success, and to develop methods for aligning service delivery of all partner agencies. Participants at the retreat included OED-DWD staff, contracted partners, and informal partner community based organizations. Among the positive outcomes of the retreat was the establishment of the Denver Employment Alliance Market Driven Network (the "DEA Network") made up of OED-DWD contractor and non-contractor community-based workforce development organizations. The DEA Network formed five sub-groups that worked to enhance methods of

- meeting the needs of businesses by supporting populations needing additional work supports (special populations)
- integrating youth into the Market Driven Network
- coordinating a streamlined network and establishing a single point of contact
- strengthening the communication in the network to be responsive to business needs, and
- filling the gap between the skills of workforce system job seekers and the needs of businesses.

The DEA Network continues to meet regularly.

PARTNERSHIPS

Toward a Competitive Colorado Project

Of particular concern among challenges in PY05 were issues of declining high school graduation rates, the discord among the requirements of our high technology employment clusters for particular skills, the low levels of funding for education – especially higher education, and a shrinking skills pipeline, much of which was noted in Metro Denver Economic Development Corporation's "Toward a Competitive Colorado" project, a thorough study and analysis of strengths and weaknesses of the Metro Denver region. In looking at ways to meet the future needs of the economy, OED-DWD engaged in both long-term planning and strategic recruitment, which included successful application for the \$15 million, 3-year WIRED Grant in collaboration with the Metro Denver WIB and the Metro Denver Economic Development Corporation.

Youth Employment Academy

OED-DWD created a Youth Employment Academy (YEA), a comprehensive program that infuses workforce preparation with rigorous literacy skills acquisition, specifically to serve young people who were leaving or struggling within a public school setting. In PY05, OED-DWD worked to implement and establish the YEA program so it could begin providing services to our WIA youth customers. Currently, YEA provides academic oriented learning opportunities that are sponsored by a network of community partners and

By tailoring our services to the business community we are able to sustain a labor exchange system that is mutually beneficial to our system's customers.



Of particular concern among challenges in PY05 were issues of declining high school graduation rates, the discord between the requirements of our high technology employment clusters for particular skills, the low levels of funding for education - especially higher education, and a shrinking skills pipeline.

are offered throughout the City at “youth-friendly” sites. Individual YEA sites are located in diverse geographic locations at community based organizations, faith based organizations, and charter and alternative schools. Among the services offered through YEA are: testing and assessment, an established curriculum, literacy development, leadership training, basic computer classes, job readiness training, career exploration and post secondary preparation. OED-DWD contracts with YouthBiz, a nationally recognized youth program, to administer the YEA through various sub-awards with other community-based organizations.



OED-DWD Account Reps Colin Cheadle and Carrier Singer reviewing list of Denver businesses

Hospitality Networking

OED-DWD Account Representatives created the Hospitality Networking workshop to address the needs of the business community as well as to assist OED-DWD job seeker customers. Since January 2006, 13 networking events have occurred at the five various workforce centers. During these workshops, guest presenters from various businesses such as Hertz Rent-A-Car, Wal-Mart Super Center, Wynkoop Brewery, Adam’s Mark Hotel, King Sooper’s, and others, have

come to share company information and to recruit employees. Reviews of this workshop from job seekers have been unanimously outstanding. Because of their expertise in the Hospitality Industry, the Account Reps became active on 3 advisory boards: Emily Griffith Opportunity School Custodial Training Program Board, Culinary Arts Board, and the Youth Employment Academy planning board.

Hiring Event for Hyatt Regency Denver

Among OED-DWD’s successful partnerships with industry was the planning and implementation of a massive hiring recruitment in October for the new Hyatt Regency Denver at the Colorado Convention Center. The OED-DWD Account Rep Team worked side by side with the human resources staff of the Hyatt Regency to coordinate a two-day recruitment with the goal of helping to fill 590 job vacancies in time for the new hotel to open. The team arranged for the event to be held at the Temple Buell Theater and numerous OED-DWD staff from different locations were on hand to greet, process, and interview 2200 job seekers that attended the event. Three hundred job seekers were invited to participate in a second interview, and more than 200 applicants were hired as a direct result of this hiring event. The Hyatt Regency reported to OED-DWD that they saved over \$5600 in recruiting costs as a result of this collaboration.

The Denver International Airport Workplace Readiness Certificate

This project targeted the market-driven needs of businesses, job seekers and incumbent workers at Denver International Airport (DIA). Goals

included assisting individuals obtain entry-level positions at DIA, and then gain upward mobility into advanced career opportunities. The program focused on developing basic language and computer skills, business culture, job search and interview skills, as well as encouraging participants to further their academic credentials. The target population was job seekers and incumbent workers at DIA, many of whom are non-native English speakers with limited job skills who lack an understanding of how to leverage job and career opportunities. Outcomes included time and cost savings to airport businesses in recruitment and retention of employees. By working closely with DIA businesses to meet their employment needs, this training, recruitment, and job retention project helped more than 200 job seekers earn and/or maintain employment.

TALENT DEVELOPMENT

Homeless Initiative

OED-DWD was charged with planning and implementing a strategy for developing 580 employment

opportunities for homeless people in Denver, in connection with the Mayor’s Ten Year Plan to End Homelessness. The agency established a workforce services unit to address specific and special needs of Denver’s homeless population through an agreement with Denver Human Services. Through the efforts of a project coordinator and two workforce advisors, OED-DWD:

- placed 860 homeless individuals in employment;
- received 1,939 visits to workforce centers by homeless individuals;
- hosted job fairs targeted to homeless job seeker needs;
- provided a liaison and service integration role with other community homeless service providers for improved service delivery.

Faith-based Initiative

As the ending of the 18-month FaithWorks grant approached, OED-

“**T**he Hyatt Regency would not have been able to pull off as successful of a recruitment without the assistance of DWD. DWD has been of great assistance.”

Staffing/Recruiting Manager of the Hyatt Regency

WIA Performance PY05

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	100%	Entered Employment	110%
Employment/Credential	100%	Employment/Credential	119%
6 Month Retention	95%	6 Month Retention	96%
6 Month Earnings Change	214%	*6 Month Earnings Change	150%

OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	91%	Diploma	134%
Employment/Credential	80%	Skill Attainment	108%
6 Month Retention	100%	6 Month Retention	102%
6 Month Earnings Change	98%		

CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Employers	95%
Satisfaction - Job Seekers	101%

DWD sponsored a sustainability seminar for the singular purpose of answering the question: "What will be the future of FaithWorks?" All 35 FaithWorks partners were invited to attend "Unleashing the Power of Collaboration." At the end of the seminar, partners agreed to continue FaithWorks even though funding is no longer available, and they adopted the name "FaithWorks Alliance." FaithWorks Alliance will continue to work with OED-DWD to provide employment and training services to the people the Alliance serves, and it will meet monthly as it further refines its identity and focus.

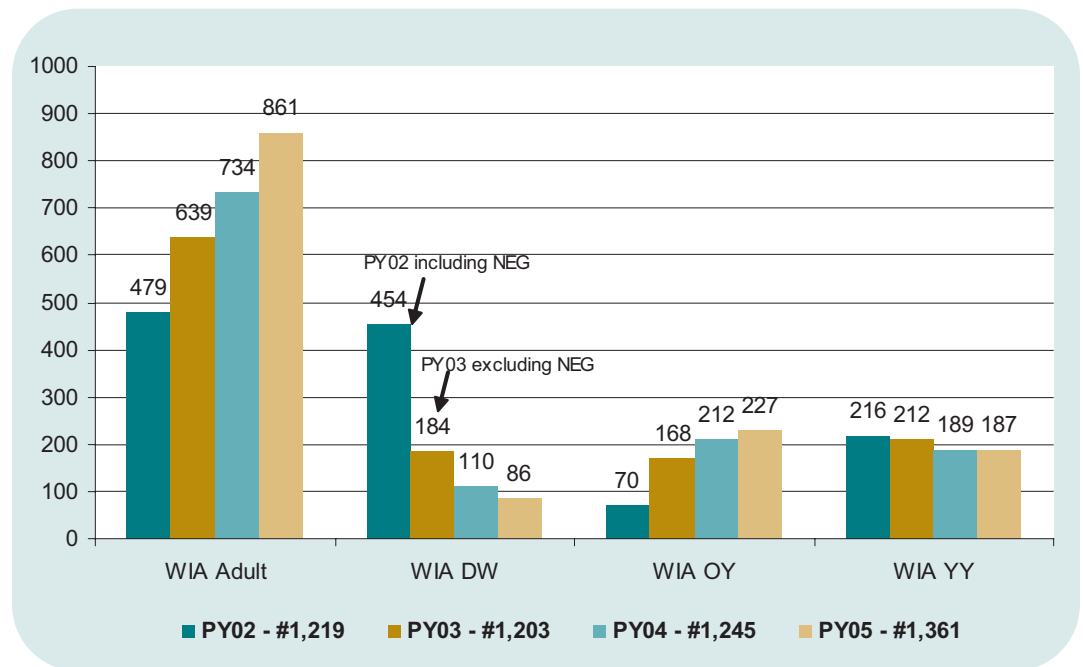
Community Reintegration Projects for Ex-offenders

OED-DWD entered into a partnership with Denver Parks & Recreation Department (DPRD) to open four on-the-job training (OJT) positions for ex-offenders to train in

Park Landscape Management. Training was provided in the area of parks, natural resources, golf course and operation of heavy equipment. The customers would receive a certificate upon completion of successful training. This was a significant achievement in opening doors to our ex-offender job seekers in city government. A challenge with the OJT initiative was the short (6-week) timeframe in which we had to conduct adequate outreach and recruitment for eligible job seeker customers, prepare them to be job-ready, and insure that they complete the application, interview and hiring process. This required significant effort and follow-up from both OED-DWD and DPRD to ensure the project's advancement and success.

OED-DWD also worked with the Colorado State Department of Corrections (DOC), Denver

Denver - WIA - Total Served by Program



Community Corrections, community-based organizations (CBOs), faith-based organizations (FBOs), city government and other partnering agencies to assist ex-offenders with transitioning from correctional facilities to the community. The outcomes of the project helped to reduce recidivism, reduce social and economic costs to society and invest in human capital. Stakeholders met regularly to provide oversight, assess results and determine strategies to address project areas. Included were representatives from DOC, halfway houses, staff for veterans and homeless, parole/probation, FBOs, OED-DWD staff and CBOs.

As part of this project, OED-DWD contracted with **Turnabout, Inc.**, a faith-based organization and stakeholder, to work with OED-DWD in providing a continuum of comprehensive and specialized

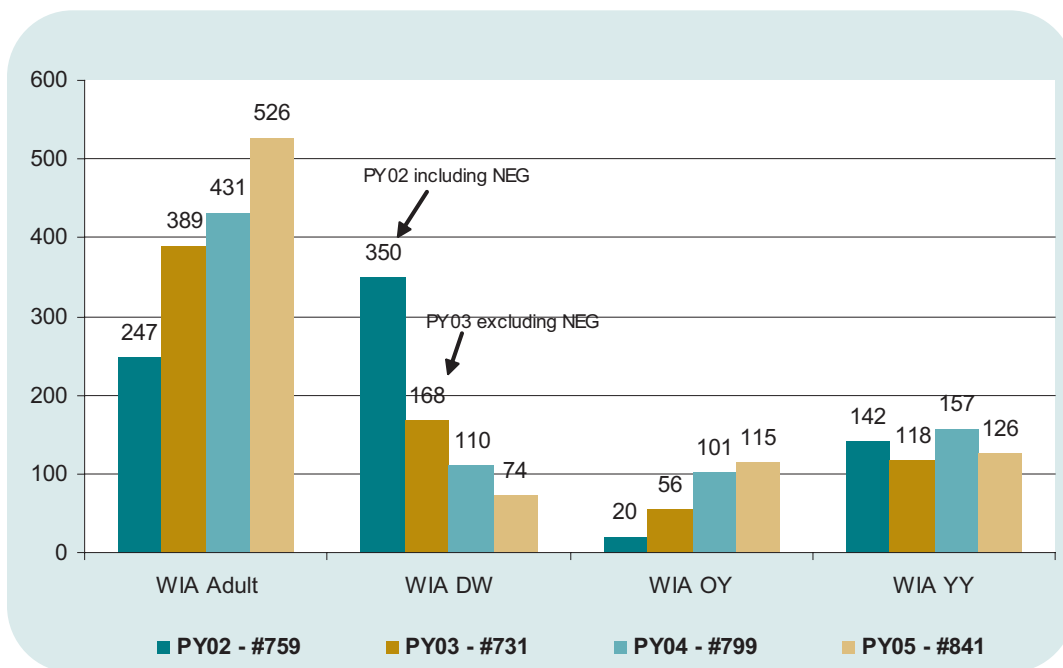
services that addressed employment barriers to ex-offenders.

Denver Employment Readiness Certification

OED-DWD developed and implemented the Denver Employment Readiness Certification program (DERC). DERC is an occupational and retention skills development certification program. Using WorkKeys and KeyTrain software, DERC is designed to prepare entry-level workers with appropriate work behaviors and competencies in core elements of reading, math, locating information, computer basics, keyboarding, operating office equipment, MS Word, ethics in the workplace, customer service, business knowledge, and work culture. Local businesses can draw from this pool of “business certified” job seekers to fill positions that are entry-level and higher. DERC continues to be refined

Success Story - An ex-offender job seeker was hired at the Hyatt Regency Hotel as a concierge manager earning \$14.00 an hour. She had previously taken a retail job earning \$7.45 an hour, which was neither self-fulfilling nor self-sustaining. Through the assistance of her Denver workforce advisor, she persevered in seeking an opportunity in her desired career field and ultimately succeeded in achieving her goal.

Denver - WIA - Total Trained (ITA) by Program



The “Big 3” Grant was the collaboration of three health care providers to train incumbent workers. This was the first time competitors had worked together for a common goal.

with guidance from Business Representatives of the Denver WIB

Assessment of Denver Public Schools Paraprofessional Staff

In response to “No Child Left Behind” legislation, OED-DWD was contracted by Denver Public Schools to assess and train its paraprofessionals, enabling them to meet the requirements of the legislation. The Training and Assessment Unit coordinated the administration of WorkKeys assessments to all DPS paraprofessional staff (more than 500). As of April 30, 2006 a total of 216 paraprofessionals completed the exam. All individuals who did not pass the exam were provided with training tools, tutoring and coaching from workforce center staff, in an effort to provide adequate preparation for them to successfully pass a re-examination.

Discretionary Grants

Through the WIA Discretionary Grant and our partnerships, 115 job seeker customers obtained employment out of a goal of 120; job retention at 90 days was at 158% of planned goals; and retention at 180 days was at 190% of the plan. Overall, wages averaged \$10.50 per hour. Wages ranged from \$7.00 to \$26.00 per hour.

- **“Big 3” Grant** - This grant was a collaboration with three different healthcare facilities. Denver Health Medical Center, Exempla – St. Joseph Hospital, and Kaiser Permanente. This is the first time competitors worked together for a common goal. All three healthcare facilities enrolled incumbent workers into one training program. The assets and expertise of the three facilities

benefited the students enrolled in the program. This grant provided training to incumbent workers that were Certified Nursing Assistants (CNAs) to become Licensed Practical Nurses (LPNs). A total of 17 students were served through this grant.

- **Foreign Nurse Grant** - This grant was designed to assist educated nurses who are in the U.S. as legal residents or citizens in gaining their U.S. Registered Nurse License, by providing: 1) assistance in meeting the requirement of the CGFNS (Council for Graduates of Foreign Nursing Schools), 2) strong vocational English language instruction to ensure safe practice, and 3) nursing refresher courses to familiarize them with current technology and state-of-the-art nursing practices and pharmacology. The program addressed cultural biases and values and accent reduction. It assisted with licensing as a CNA, an LPN or an RN, and helped participants gain employment in this high need area. A total of 22 foreign nurse students were served through this grant and were recruited by Exempla, Children’s, Presbyterian / St. Luke’s and Swedish Hospitals, as well as staffing agencies.
- **CNA to LPN Training Program for Smaller Nursing Homes** - This grant allows for an increase in the number and diversity of LPNs in the Denver Metro area by providing on-site



classes at three nursing homes. Training is provided by Community College of Denver. There are currently 53 incumbent workers enrolled in this program.

ECONOMIC TRANSFORMATION

WIRED Grant

On February 1, 2006, the U.S. Department of Labor awarded the Denver metro area a \$15 million grant to develop the region's high tech industry over the next three years. The Workforce Innovation in Regional Economic Development (WIRED) grant will enable a regional coalition representing the business and foundation communities, as well as the economic, workforce development and education sectors, to research and produce a long-term strategic plan to prepare local workers for high-skill, high-wage jobs in industries including aerospace, bioscience, energy, information technology and finance.

The Office of Economic Development – Division of Workforce Development (OED-DWD) is a leader in Denver WIRED. With the Metro Denver Economic Development Corporation as its primary contractor, OED (fiscal agent) is coordinating the WIRED grant to integrate workforce development, economic development and education on a regional level to meet the needs of the industry clusters described above. Developing and implementing transformational approaches such as these provides the opportunity to develop local talent, reduce dependency on imported skill and improve the quality of life for Denver residents and Denver's workforce.

The WIRED Grant will provide the resources and bring to the table the partners necessary to craft regional solutions to the need to enhance math and science skill levels of students and incumbent workers in the high-growth industries. The WIRED partnership includes nine counties with a total population of almost 3 million, eight Workforce Investment Boards, over 20 school districts, Metro Denver Economic Development Corporation (MDEDC), five industry clusters, and the Metro Denver Workforce Board partnership.

Metro Denver Workforce Investment Board

The Metro Denver Workforce Investment Board (Metro Denver WIB), composed of members from more than nine regional WIBs, was created with a grant from the Colorado Office of Workforce Development to provide a collective response to the needs of high-growth industries. Recognizing that no single industry or single-discipline approach can meet the challenge of developing strategies to encourage entrepreneurship and development of human capital to meet the needs of our regional economy, the group's first collaboration was successfully applying for the WIRED Grant.

Denver Workforce Investment Board (Denver WIB)

PY2005 was a productive year for the Denver WIB. The Denver WIB Chair attended the National Conference of Workforce Boards and found it very helpful in moving the Board forward in achieving certain goals for 2005. Among its accomplishments, the Denver WIB was in the forefront as a leader among regions in the establishment of the Metro Denver

The U.S. Department of Labor awarded the Denver metro area a \$15 million grant to develop the region's high tech industry over the next three years. The Workforce Innovation in Regional Economic Development (WIRED) grant will enable a regional coalition opportunity to develop local talent, reduce dependency on imported skill and improve the quality of life for Denver residents and Denver's workforce.



WIB to provide a collective response to the needs of high-growth industries.

The Denver Employment Readiness Certification (DERC) program was able to take advantage of valuable input from the WIB's Business Engagement Committee for improvement on this major activity. With the guidance and assistance of the Denver WIB, OED-DWD continued refinement of its strategic plan and efforts to ensure that OED-DWD expanded its engagement with businesses from a regional and market driven perspective.



Denver job seekers fill the Resource Room of a DWD workforce center engaging in job search activities.

Denver WIB Youth Council

In PY05, the Denver WIB, understanding that education is a critical driver of a region's economic health, determined that fostering a relationship between the public education system and the workforce system was critical to ensure Denver's ability to attract and maintain a healthy business base. At the same time, OED-DWD was awarded the WIRED grant with a mission of integrating workforce development, economic development and education to reduce Colorado's dependence on imported skills and transform the

regional economy. As a result, it was determined that the WIB Youth Committee would develop an ongoing relationship with the Denver Public Schools (DPS) to help effect the above goals. In the spring of 2006 talks began between OED-DWD and DPS. Initially, these discussions were limited to aligning the education and workforce pipelines, but soon broadened to include other stakeholders invested in increasing secondary school matriculation rates and post-secondary education enrollment rates as vehicles to transforming Colorado's economic landscape.

Promoting Excellence Award

Four **Account Representatives** (Account Reps) were hired and trained to perform targeted outreach to business customers in the five targeted sectors of Healthcare, Hospitality, Protective Services, Business, and Energy. The Account Reps have completed an in-depth study and report on each of these five targeted sectors, and information contained in the reports is used to guide cost-effective, creative solutions to meet the training and employment demands of the industries. As they perform business outreach, these Account Reps play an essential role in OED's agency-wide integration of its four divisions that encompasses the services of Business Development, Workforce Development, Small Business Opportunity, Housing and Neighborhood Development, and the OED Business Assistance Center. The Account Reps Team was awarded the "*Promoting Excellence Award*" at the Rocky Mountain Workforce Development Association conference in April 2006.

RMWDA Conference

OED-DWD hosted the Rocky Mountain Workforce Development Association Annual Conference. This year's theme "Meeting the Business Demands of the New Economy" reflected OED-DWD's leadership in market driven service delivery. The conference was attended by over 500 of Colorado's public workforce development system professionals, education and business representatives. More than 50 speakers provided training and guidance in service delivery and strategic planning.

Colorado Performance Excellence (CPEX)

OED-DWD is committed to using the Malcolm Baldrige standard of performance to determine how its current management practices measure up against the seven criteria and make adjustments as needed. To demonstrate this commitment, OED-DWD attended the High Plains training on March 8, 2006 and submitted an Organizational Profile in qualification for the first level of CPEX awards, High Plains Recognition.

With the guidance and assistance of the Denver WIB, OED-DWD continued refinement of its strategic plan and efforts to ensure that OED-DWD expanded its engagement with businesses from a regional and market driven perspective.

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Planted at the base of the Rocky Mountains, one mile high in the Colorado sky, Denver's access to the good life can't be denied. Our recreational options are virtually limitless...but then again, so are the opportunities.

Welcome to Denver.

For the past five years, Denver has graced FORTUNE magazine's list of "Best Cities for Business". Each year since 2001, we've been one of Dun and Bradstreet's "Top 10 Cities for Small Business," and this year, TIME magazine named Mayor John Hickenlooper one of the "Top Five Mayors in the Nation."

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Pikes Peak Workforce Center

Pikes Peak Workforce Center served 41,700 job seekers in PY05 representing a 25% increase over PY04. As one of its many services to employers, PPWFC posted almost 10,500 jobs on behalf of over 1,200 employers.

REGIONAL PROFILE

Economic Conditions

The Pikes Peak region, including the city of Colorado Springs and El Paso and Teller counties, is home to over 314,000 civilian workers and a large military population located at Fort Carson, the Air Force Academy, Peterson and Schriever Air Force bases. In 2005, the local economy continued to show strong improvement, benefiting from a statewide recovery in business services and also from the anticipated BRAC assignment of over 10,000 new troops to Fort Carson. Area employers added 6,500 jobs since June 2005. This resulted in an annual growth rate of 2.5 percent, the highest since April 2001. Construction, retailing, hotels and restaurants all added more jobs than anticipated in the last quarter, with all industries except manufacturing showing growth over the past year. The continuing decline in manufacturing jobs reflects “a radical shift” in the local economic base from manufacturing to the professional services industry and has been under way since the late 1990s.

Pikes Peak Workforce Center (PPWFC) served over 41,700 job seekers in PY05 representing a 25% increase over PY04. Employed workers increasingly used our jobseeker services, up 33% from the previous year—perhaps indicative of a shift toward a jobseekers’ market as workers see an opportunity to improve their lot. PPWFC met its mandate to give priority to Veterans,

serving 9,731 or 23% of its client base. About 17% of jobseekers were Hispanic/Latino.

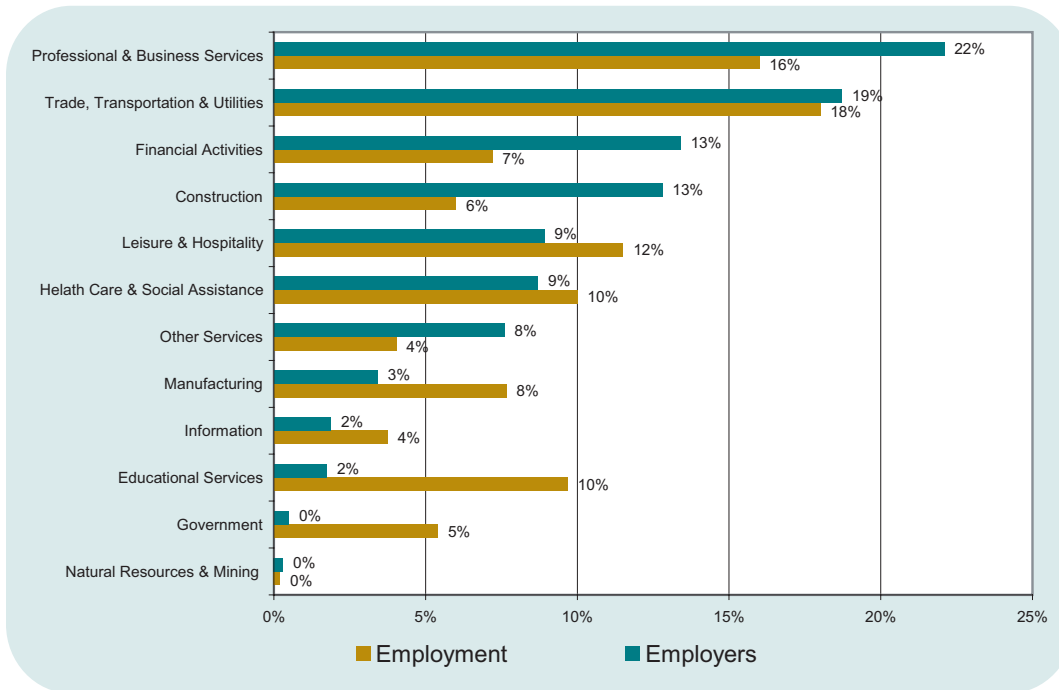
As one of its many services to employers, PPWFC posted almost 10,500 jobs on behalf of over 1,200 employers. Counter to the area’s overall decrease in manufacturing, PPWFC reports a 14% increase in posted manufacturing job openings, from 547 to 634. And although the construction industry is robust as it builds out for incoming military families, PPWFC posted 42% fewer construction jobs in PY05. Retail jobs doubled over PY04; jobs in the information industry continued to climb to a 3 year high of 682. Professional, scientific and personal services jumped from 1683 to 2093, a 20% rise.

Demand industries in El Paso County targeted by PPWFC for WIA training funds in PY05 included business services, the health care industry, transportation, construction skilled trades, and finance. These occupational clusters typically justify the training dollars spent on clients in terms of the entry wage they can expect or the career ladder potential and the availability of jobs upon completion of the training.

In addition, the Greater Colorado Springs Economic Development Corporation has identified 10 industries to target for growth in the Pikes Peak region:



Pikes Peak Reigon Employers and Employees, 1st Quarter 2005



- Homeland Defense
- Data Networking and Storage
- Biotechnology
- Medical Devices
- Web-based Companies
- National Non-Profit
- National Sports Organizations
- Aerospace/Defense
- Specialty Metals Manufacturing
- Electronics

PPWFC has begun work with the biotechnology industry and with its economic development and education partners to plan for pipeline education and training programs to meet the workforce needs of these industries.

One-Stop System

Pikes Peak Workforce Center has a large main office in central Colorado Springs, and three satellite offices in Cripple Creek, Fountain and the downtown Colorado Springs Youth Work Zone. Because the populations of Monument and Fountain have increased by more than 25 percent during the first half of this decade, and due to increased demand in PY05, PPWFC has plans to upgrade its Fountain resource room, and has partnered with Tri-Lakes Cares to open a fourth satellite office in Monument in PY06.

PPWFC uses a swipe card system to track customer usage of its resource room at the main office. In PY05, 14,130 new keytags were issued; just under 25,000 job seekers received direct services in the form of assessment, job readiness and job search workshops, networking

With the Monument area of the Pikes Peak region growing and changing at a fast pace, the PPWFC responded to an invitation from Tri-Lakes Cares to open a satellite resource room in a new community center built almost entirely with local volunteer labor!

groups, training, support services, work experience and/or job referrals.



Pikes Peak Workforce Center in Colorado Springs

PPWFC created 18 online videos to take the place of a mandatory orientation for UI claimants that is optional for first time visitors. Now all clients can initiate a self-directed exploration of the services that PPWFC offers, whether they are sitting in the resource room at the main office or using their computer at home. Not only can they register on-line, but they can also sign up for workshops and hiring events by visiting the PPWFC website.

PPWFC plans to take advantage of waivers offered by the State of Colorado to combine its adult and dislocated worker programs in order to streamline and simplify eligibility determination and performance outcomes. In addition, PPWFC intends to use a 25% formula fund set aside waiver to target literacy issues with both adult and youth clients in the Pikes Peak region. In a recent survey of job openings in El Paso and Teller Counties, 98% of jobs required a GED or above.

PARTNERSHIPS

Health Care Initiatives

In response to the extremely high demand for nurses, PPWFC worked closely with the University of Colorado at Colorado Springs, Pikes

Peak Community College, Colorado State University – Pueblo, and Pueblo Community College to support RN candidates from El Paso and Teller counties with training and licensure. The Business Relations Group also facilitated the Community Collaboration of Healthcare Providers and Educators (CCHPE) monthly meetings to work on capacity building for nurse training. With the support of that group, PPWFC used grant funding to purchase \$260,000 worth of training equipment that simulates actual conditions. This enabled nurse training in remote or rural areas. Hospital staff and emergency personnel throughout the region are also using the simulation equipment in their trainings.

Construction Industry Partnerships

PPWFC continues to develop relationships with both union and non-union skilled trades representatives, including the Joint Apprenticeship Training Committee, International Brotherhood of Electrical Workers #113, Plumbers/Pipe-fitters #58 and the Independent Electrical Contractors, to respond to the high-demand construction industry of the Pikes Peak region. In PY05 we established partnerships with apprenticeships for electrician lineman, electrician inside wireman, plumbers/pipefitters, construction trades and electrical contractors, with another apprenticeship in carpentry in the pipeline. Successful completion of apprenticeships in the skilled trades guarantees a job with a high entry level wage.

Services to Special Populations

In addition to developing partnerships around high demand occupations, PPWFC also worked with local

agencies to serve special populations in our region as follows:

- **Military Personnel** - We developed strong connections with the Army Career Alumni Program (ACAP) at Ft. Carson and the Family Support Centers at Peterson AFB, Schriever AFB, and the Air Force Academy to provide support and training to military personnel exiting their service and to spouses of those serving in the military.
- **Hurricane Katrina Evacuee Services** - When Colorado Springs became a destination for many evacuees following Hurricane Katrina, PPWFC worked with the Pikes Peak Support Alliance, Lutheran Family Services, the United Way and others at the Colorado Springs Disaster Recovery Center from its opening until its close. As a result of these strong partnerships, Lutheran Family Services contracted with PPWFC to provide housing for a grant funded Katrina employment specialist, integrating her into the staff of PPWFC as part of its Career Advisor Group in PY06.
- **Low Income Populations** - In service to low-income populations in the Pikes Peak region, PPWFC participated with Pikes Peak Community Partners to host two resource fairs for TANF and Goodwill customers. PPWFC staff served on the Department of Human Services 60-month

review board for TANF participants and participated in the development of the Colorado Springs job access transportation plan. The Fountain office in the Lorraine Community Center is co-located with WIC, Food Stamps/Medicaid, Pikes Peak Mental Health, Lorraine (Alternative) High School, Peak Vista Community Health Center, YMCA (Before/After Program, Child Watch, Child Find, Gym), Head Start and D.A.R.E. Similarly, the PPWFC Teller County office in the Aspen Center in Cripple Creek is co-located with a host of agencies such as Senior Center, CASA, Food Pantry, Community Partnership Family Resource Center, Pikes Peak Mental Health, Community of Caring, Teller County Department of Social Services and Teller County Salvation Army, among others.



The Aspen Mine Center in Cripple Creek

- **Community Partnerships** - At the main office in Colorado Springs, we continue our partnerships and co-location with Adult Education, Vocational Rehabilitation, Senior Community Service

Pikes Peak Workforce Center partnered with the Joint Apprenticeship Training Committee (JATC) and the Independent Electrical Contractors (IEC) for electrician, electrician lineman, electrician inside wireman, plumbers/pipefitters and construction trades apprenticeships,, with another apprenticeship in carpentry in the pipeline.

Employment Program, Veterans Services and Lutheran Family Services.

- Military Spouses** - The Military Spouses Program, funded by a grant from the Department of Labor, consists of a partnership between PPWFC and the five local military installations in the region. The goal of the program is to assist military spouses and Department of Defense (DOD) civilian personnel who have been dislocated from their jobs to find employment in high demand occupations at competitive wages.

PPWFC exceeded the goal for participants to obtain a credential.

PPWFC assisted 514 dislocated workers with intensive and retraining services. Performance for the program was within the allowable 80% of standards for all measures. A high percentage of WIA training concentrated on high demand health related occupations: 100 participants trained to become registered nurses (RN); 27 trained for medical assisting (MA); 34 trained to become certified as nursing assistants (CNA); 13 trained for licensure as a practical nurse (LPN); and 13 trained to become radiology technicians. Truck driving was also in high demand, both by employers and as a career of choice for 61 trainees.

TALENT DEVELOPMENT

WIA Adult Training and Dislocated Worker Retraining

In PY05, PPWFC assisted 726 adults with intensive and training services. PPWFC was within the required 80% of performance standards on all measures required by law, including customer satisfaction, entered employment rate, 6 month job retention rate and earnings change.

WIA Youth

PPWFC has a satellite office in downtown Colorado Springs called the Youth Work Zone. The center served over 270 younger youth and 131 older youth with required components of a successful program. These 10 elements include:

WIA Performance PY05

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	97%	Entered Employment	98%
Employment/Credential	103%	Employment/Credential	96%
6 Month Retention	98%	6 Month Retention	91%
6 Month Earnings Change	81%	*6 Month Earnings Change	101%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	108%	Diploma	81%
Employment/Credential	82%	Skill Attainment	99%
6 Month Retention	103%	6 Month Retention	84%
6 Month Earnings Change	70%		
CUSTOMER SATISFACTION			
Standard	Percent of Goal		
Satisfaction - Employers	95%		
Satisfaction - Job Seekers	101%		



- Tutoring, studying skills training and instruction leading to secondary school completion
- Alternative secondary school offerings
- Paid and unpaid work experience
- Summer employment opportunities
- Occupational skills training
- Leadership development
- Supportive Services
- Adult mentoring
- Follow up services
- Comprehensive guidance and counseling

The Youth Work Zone was within the required 80% of all performance goals except the 6 month earnings change for older youth. The Youth Work Zone Summer Work Program also served 3,504 young people as they registered for job matching services; 1,372 received individualized services in the form of resume and job application assistance, mock interviewing and job referrals.

A unique and popular offering to youth was the opportunity to attend a 3 day computer camp during which participants learned to set up, operate and troubleshoot a laptop computer. Three separate camps enabled 56 youth to cross the “digital divide” as they took possession of the laptop computer to help them continue to become computer literate, support their school work and to access the world-wide web.



Youth workers enjoyed sunny days and endured an unusual summer blizzard while building and maintaining mountain trails.

Trade Adjustment Assistance (TAA)

TAA assists individuals who have become unemployed as a result of increased imports from, or shifts in production to, foreign countries. The goal of the “Trade Act” program is to help eligible jobseekers return to suitable employment as quickly as possible. To facilitate this goal, enrollees may access a menu of services that include income support, relocation allowances job search allowances, and a health coverage tax credit. TAA participants that require retraining in order to obtain suitable employment may receive occupational training. PPWFC assisted 231 individuals in PY05 with services to get them back to work as soon as possible.

Veterans Services

PPWFC provided services to 350 disabled, economically and educationally disadvantaged veterans and those with other barriers to employment through its State veteran’s staff. The Vets staff reached out to some of the hardest to serve, including the homeless and ex-offenders. An example of a veteran that was a success story is that of a homeless veteran named Don. Don

The Youth Work Zone partnered with the City of Colorado Springs Parks and Recreation Department and successfully put 24 young male offenders to work in the mountains to build and maintain over 17 miles of trails in 8 weeks. The project exceeded the goals set by the park rangers.



Success
Story - Sherry moved to Colorado Springs with her husband and two children when he was stationed at Fort Carson. She had been a day care worker but was now unemployed and needed a career to help support their family. A caseworker with the military spouse program assisted her in deciding on a career, entering college, and provided help with transportation and childcare expenses while in school.

(Continued next page)

had been unemployed since January 2006 and was dependant on public transportation because he did not have a driver's license. Veteran staff provided job search, resume preparation, labor market information, vocational guidance and counseling. Don became employed as a floor technician earning \$11.50 per hour, moved into transitional housing and now has a valid drivers license.

Military Spouse Program

The military spouse program was started in 2003 with National Emergency Grant funds to assist spouses of enlisted military personnel to get the education and training they need to help support their families and contribute to the local economy. In its third year, 389 participants were assisted with career exploration, vocational training, support services and job search as needed to obtain a job. As might be expected, 93% of program participants were female. Earnings increases for successful completers far exceeded goals; participants were making over \$8,000 more a year after participating in this program.

Limited English Proficiency

PPWFC and the Colorado Springs School District 11 and Harrison School District 2 Adult Education and Family Education departments received a 10% Wagner Peyser discretionary grant to serve a special needs group— those with limited English proficiency. The Pikes Peak region enjoys a diverse community, due to the military presence, and to the large hospitality industry that attracts immigrant workers. Using a proven job readiness workshop format called “Work Styles”, 48 participants from all over the world, with educational levels

ranging from basic literacy deficient to college graduates, were prepared to take the next steps in their journey toward employment. PPWFC also used Career Edge, a computer based assessment program geared toward those with language barriers, to help participants explore careers and assess their abilities and interests. At the completion of the classes, all participants went on to begin ESL classes, undertake job search or enter college.

Incumbent Workers

PPWFC used WIA discretionary funds to help two groups of incumbent workers that were in danger of losing their jobs without continued education. “No Child Left Behind” required that school paraprofessionals have an associates degree or meet specific WorkKeys standards to become “highly qualified” to assist in the classroom. During 2004-2005, PPWFC tested 354 paraprofessionals with WorkKeys and provided remedial training to those that did not meet the required standards. With individualized tutoring, classroom instruction and KeyTrain computer based training, 94% of those tested were certified to work in the classroom anywhere in the nation.

A second group of educators, college nursing instructors, were also faced with new accreditation standards that required all instructors to have at least a Master's degree. PPWFC helped 15 nursing instructors go back to school in Masters level nursing education programs in order to meet the standards.

Serving the Disabled

PPWFC also houses the Disability Program Navigator (DPN), funded by



state of Colorado. In PY05, the role of the DPN changed from individualized services within a case management model to a systems resource and improvement agent at the organizational and community levels. This has enabled PPWFC to assist employers, educational institutions and community agencies to increase their awareness of services for disabled clients and of the benefits of employing individuals with disabilities. Additionally, the DPN has held optional beginning sign language courses for all interested PPWFC employees.

Specialized Workshops and On-Line Resources

PPWFC runs an impressive array of workshops and networking groups each week as a part of its core services to jobseekers. At least 1,112 individuals took advantage of Job Shop, On-line Job Search, 10 Steps to Federal Jobs, Resume "Righting", Mock Interviewing, networking groups and, other offerings at PPWFC. In addition, our "Computer Café", offers an "a la carte" menu of on demand career exploration programs. Success Profiler, CareerScope, SkillCheck® and WorkKeys® software are some of the comprehensive battery of skills tests, career exploration and behavioral assessments that measure job knowledge, interests, skills and abilities and are part of core services for all eligible job seekers. For WIA-



Jobseekers learn how to write a resume.

enrolled customers, two cutting edge computer labs are available for self-directed education and training, including PLATO, KeyTrain and Teknimedia training programs.

Continuous Improvement at PPWFC

PPWFC was host to two pilot programs in PY05. Funded through the Social Security Administration, PPWFC is one of four Colorado sites to study the impact of team intervention and social security waivers to assist disabled youth. A team of three caseworkers implement this project under exacting conditions to meet project research specifications.

ACT Research Project

ACT, Inc. and PPWFC worked together on a pilot to correlate grade levels to lower-level WorkKeys scores. PPWFC staff selected and tested approximately 100 students taking courses with District 11 Adult and Family Education. The research project stipulated that the customers must be WorkKeys tested within three weeks of their TABE testing on a special version of paper-pencil WorkKeys Reading and Math assessments. Participants were provided with a corresponding WorkKeys level score and results became part of ACT's nationwide research project. Both of these projects have the potential to effect changes in policy nationwide.

Colorado Performance Excellence (CPEX)

The Pikes Peak Workforce Center is also committed to the talent development of its own staff, and to performance excellence as exemplified by Colorado Performance Excellence (CPEX). Every new staff member attends a CPEX orientation and as part of this commitment to staff

(Success story continued)

Sherry graduated from the community college nursing program, obtained her license, and now works full time at a local hospital as a registered nurse.

In PY05, PPWFC delivered WorkKeys certificate testing to 788 individuals. 217 received the Gold certificate and 370 received the Silver certificate. PPWFC also has a trained WorkKeys job profiler on staff to address special employer requests for customized hiring and training.

development, PPWFC promotes the certification of all case managers to become certified as National Workforce Professionals. At the Rocky Mountain Workforce Development Association 2005 conference, the entire staff of PPWFC was honored at the Promoting Excellence Awards.

ECONOMIC TRANSFORMATION

Pikes Peak Workforce Investment Board

As a service to employers throughout the region, the Pikes Peak Workforce Investment Board promotes the Workforce Skills Certificate, based on the ACT WorkKeys® assessments. The certificate measures an individual's work skills in three core areas: Reading for Information, Locating Information and Applied Mathematics. All assessments are based on real-world work applications and help employers know the skill levels of their current and potential workforce.

The Workforce Skills Certificate is endorsed by the Pikes Peak Workforce Center, Greater Colorado Springs Economic Development Corporation, the Greater Colorado Springs Chamber of Commerce and Pikes Peak Community College.

In PY05, PPWFC delivered WorkKeys certificate testing to 788 individuals: 217 received the Gold certificate and 370 received the Silver certificate. Of those, 10 employers worked with PPWFC to assess employees or potential employees for a total of 299 testers. Jobseekers seeking the Workforce Skills Certificate accounted for 489 assessments.

Youth Council

The PPWFC Youth Council completed several projects in PY05: A PPWFC Youth Council Resource Guide was developed and posted to the PPWFC website. In addition, the council organized, delivered and hosted the third annual Youth Employment and Education Conference at Pikes Peak Community College for high school students from both El Paso and Teller counties.



Youth Council members sport PPWFC shirts.

Services to Employers

One of the primary strategic goals for PPWFC is to decrease dependency on federal funding by expanding fee-for-service options. In PY05, The Business Relations Group (BRG) contracted with leading transportation companies and major insurance and finance companies for customized hiring assistance and background checks. In addition to customized hiring activities, the BRG also provided employee training to locally-based health care providers, medium-sized manufacturing firms and leading hospitality and food service companies. Manufacturing, high tech companies, and local government took advantage of employee assessments, WorkKeys testing and job analysis services.

Employers increasingly turned to PPWFC for company specific hiring events. Each month in PY05 saw an average of 9 hiring events for a total of 106 hiring events over the course of the year. At least two thousand jobseekers had the opportunity to meet and interview with employers that were actively hiring in almost every industry.

PPWFC hosted 5 job fairs during PY05. As part of Workforce Development Month, PPWFC and 37 employers met with over 500 jobseekers. The annual Community Resource and Career Fair, in partnership with community agency partners, hosted 20 employers and approximately 80 TANF jobseekers. The Career Fair of the Rockies was held for military personnel and veterans and was sponsored by the United States Department of Labor in conjunction with the Colorado Department of Labor and Employment, Pikes Peak Workforce Center and the local military bases. Fifty-six employers attended from as far away as Wyoming. Invitations were sent to employers from coast to coast and over 400 job seekers visited the fair. PPWFC initiated a job fair for Hurricane Katrina Evacuees with 17 employers and over 400 jobseekers. The PPWFC delivered its annual



A special job fair for Veterans attracted both businesses and jobseekers

Youth Summer Job Fair with over 1000 youth attending.

Rapid Response

PPWFC provides Rapid Response Services for eligible employers in El Paso and Teller Counties. In PY05 Rapid Response Services were provided to 972 employees of companies that were laying off or closing. The majority of companies served were Department of Defense contractors associated with the military bases and manufacturing companies.

Economic Development

PPWFC participates in the Business Retention & Expansion Visitation (BREX) Program which exists to meet the needs of primary employers in Colorado Springs. The purpose of this program is to build and foster positive relationships with local executives and those at corporate parent headquarters of businesses that have operations in Colorado Springs. BREX visitors call on existing companies to proactively and systematically identify and address company needs, with the end goal being new job creation and local investment.

Staff are also involved with the Greater Colorado Springs Economic Development Corporation, the Colorado Springs Manufacturing Taskforce and the Education Alliance Taskforce of the Colorado Springs Chamber of Commerce. Staff have presented to the Hispanic Chamber, the Black Chamber and the Women's Chamber.

PPWFC has developed partnerships with the institutions of higher education to develop customized curriculum and training pipelines.

In PY05, demand for Business Relations Group consulting services increased by over 100 percent. New and expanded services included employee training, job profiling, background checks and customized hiring.

For example, PPWFC facilitated regular meetings of a Finance and Insurance Task Force. That group, including T. Rowe Price, USAA Insurance, California State Automobile Association, Progressive Insurance, and California Casualty, developed a customized training curriculum for entry level jobs that will be implemented by Pikes Peak Community College in PY06.

The PPWFC plays a key role in the economic vitality of our local community. Studies show that employers consider a qualified workforce to be the primary

consideration in choosing to relocate. In PY05 the PPWFC played an integral role in the community's efforts to attract new business. Companies that ultimately chose to relocate to Colorado Springs were impressed not only with the quality of the workforce, but also with PPWFC's expertise and determination to identify and resolve their respective workforce issues. The PPWFC is on the leading edge in providing workforce development solutions, which positively impact the economic vitality of the Pikes Peak region.

http://www.ppwfc.org/

PIKES PEAK WORKFORCE CENTER

Home | Contact Us |

Site Navigation

- Office Hours and Locations
- Tour of Services
- Business Services
- Job Seekers
 - DoD Civilian Personnel
 - Military Spouses
- Seniors
- Veterans
- Workers in Transition
- Youth Zone
- Events
- Press Room
- About PPWFC
- Satisfaction Survey

Site Search

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Business Services

Job Seekers

Youth Zone

Workforce Investment Board

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NEW! Workforce Development Month

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Larimer County Workforce Center



REGIONAL PROFILE

Although the combination of a Front Range location along with the proximity to the Denver metropolitan area provides many influences to the Larimer County's economy, Larimer County maintains its own unique character and employment base, blending the traditions of an agricultural society with the qualities of modern urban life.

The populations of Larimer County and neighboring communities continue to grow at relatively rapid paces. Colorado's State Demographer estimates that the northern Front Range's population will grow at 3.9% over the next few years and grow at a similar pace through 2030, making it the fastest growing region in the state. It is anticipated that sometime in late 2006, the region will have more than 500,000 people living in the area. National publications continue to rank communities in Northern Colorado highly in regards to various "livability" measures. The most recent example was Money magazine's designation that Fort Collins was the "Best Place to Live" in the United States.

The economic base in the Larimer

County region has undergone several notable shifts in industry and occupation trends, as well as mobility of the workforce. This dynamic is noteworthy due to the larger labor pool for employers to draw from, and increased competition between firms looking for qualified job seekers. Our region now includes a few areas that were formerly independent in terms of the available labor pool and industrial trends. Areas such as northern Boulder County, western Weld County, and Cheyenne, Wyoming, all draw workers from Larimer County.

Most of the economic analysis from last year has remained unchanged. Specifically, manufacturing activity related to computer and electronic equipment continues to decrease, resulting in an estimated loss of 500 jobs over last year, or roughly 9.8% of the sector's headcount. Continued growth in retail (approximately 5.8%) and healthcare activity has tracked as anticipated.

However, a few surprises emerged. The Natural Resources, Mining, and Construction Supersector has posted the biggest growth in terms of headcount in our area, with an additional 7.3% (or 700) jobs added from April 2005 to April 2006 in the Fort Collins-Loveland MSA. This growth has been stronger than anticipated and has pushed wages upward in the industry, especially for those with experience in the specialized trades.



The development of the Clean Energy Cluster has generated a new and exciting project at the Workforce Center. The Northern Colorado Economic Development Corporation is committed to support this workforce development effort, as a new "model" that will systematically analyze the skills gaps in any new industry cluster that is formed in the future.

Another surprise has been in the Professional and Business Service Supersector. As mentioned in the plan last year, the Leeds School of Business at the University of Colorado forecasted statewide growth of 5% employment in this sector, but in our MSA, there has been a contraction of 200 jobs (or 1.2%) over last year. The reasons are not clear yet. According to the Q3-2005 Quarterly Census of Employment and Wages report, the Professional and Technical Services sector headcount has grown by nearly 37% (or 2,515 jobs) over the same period last year. Further research into the dynamics of this unanticipated development is underway.

Another notable effort is the launch of the Clean Energy Cluster. This cluster recognizes the value of Colorado State University and the potential for technology transfer in our area. The cluster has identified the first company to be supported, and more will be announced soon. The cluster is supported by the Colorado Office of Economic Development and International Trade, the Governor's Office of Energy Management and Conversation, Larimer County, the City of Fort Collins, the Northern Colorado Economic Development Corporation, the Fort Collins Chamber of Commerce, and many private companies.

The development of the Clean Energy Cluster has generated a new and exciting project at the Workforce Center. Staff has met with the CEO of the first company supported by the cluster, and will work in concert with him to identify gaps in the area workforce that need to be addressed. Early indications from the company have served as a warning that they

may be forced to shift operations out of the area if they "outgrow" the local workforce in the future. The Northern Colorado Economic Development Corporation is committed to support this workforce development effort, and desires a new "model" that will systematically analyze the skills gaps in any new industry cluster that is formed in the future. Representatives from education will soon be brought into the effort, and preliminary results should be available by August 2006.

Based on these unanticipated changes, additional efforts to support the construction and natural resource industries will be initiated. Among other activities, additional outreach to employers will occur. Additionally, continued and careful research into the job losses in Professional and Business Service firms will also be an enhanced activity.

One-Stop System

The Workforce Investment Act (WIA) is designed to provide workforce investment activities that increase the employment, retention, earnings, and occupational skill attainment of participants, which will improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation's economy. To maximize and complement the goals of the WIA, the Larimer County Workforce Center (LCWC) is a fully operational one-stop system. The internal structure of the LCWC is supported through the operation of three Centers: (1) The WIA Center; (2) The Employment Center; and (3) The Works Center.

The WIA Center supports the following on-site programs:

- WIA Adult, Youth, and Dislocated Worker
- Trade Adjustment Assistance (TAA)
- Larimer County Youth Conservation Corps (LCYCC)
- Colorado Youth WINS Program
- School to Work Alliance Program (SWAP) – in partnership with Poudre R-1 School District.
- Job Corps

The Employment Center supports the following on-site functions and programs:

- Wagner-Peyser (Job Seeker and Business Services)
- Veterans Services
- Employment First
- Disability Program Navigator (DPN)
- Unemployment Insurance Auditors/Hearing Officer – in partnership with the Colorado Department of Labor and Employment (CDLE).

The Works Center supports the following on-site functions and programs:

- Larimer County Works (TANF)
- Operation Occupation Summer Youth Program (OO)
- Larimer Center for Mental Health

The LCWC offers two offices for the

15,795 customers served within Larimer County during program year 2005. Approximately 14,164 job seeking customers accessed the Employment Center labor exchange services during Program Year 2005. Thirty-six percent (36%) of the customers took advantage of the internet-based self-registration system introduced in Colorado in August 2002. Slightly more than two-thirds of all Employment Center services are provided through the Fort Collins office; the Loveland Center provides approximately one-third of all Employment Center services. Our Workforce Investment Act (WIA) programs served 588 participants during this program year: 278 dislocated workers, 98 adults, 165 younger youth, and 47 older youth.

Career Transition Team (CTT):

The CTT is an integrated team that recently merged services to WIA Adult, WIA Dislocated Worker, and Trade Adjustment Act (TAA) customers. The CTT realigned its service delivery model, staffing pattern, program access structure, and program services to serve the high-volume of participants expected to seek services as a result of local layoffs/business closures. The goal of this merger was to streamline all adult training services into one team, providing better consistency among assessments, information sharing, and a seamless approach for customers to access training programs. This change in service delivery allows a talented team to be able to better respond to the needs of these customers as they enter the system.



PARTNERSHIPS

Several partners continue to be housed on-site at the LCWC. Three (3) mental health therapists employed through the Larimer Center for Mental Health, an Unemployment Insurance Hearing Officer, two (2) Unemployment Insurance Auditors, and three (3) School to Work Alliance Program (SWAP) employees employed through the Poudre School District are all permanently located within the LCWC. The Larimer County Veterans Services office is also housed within the LCWC.

Job Corps is now permanently housed at the LCWC and the statewide Benefits Planner (BP) is housed at the LCWC on a monthly basis. Numerous employers reserve space at the LCWC to conduct interviews and/or host job fairs. Additionally, the Larimer County Workforce Center continues to build and strengthen partnerships with the Northern Colorado Economic Development Corporation and other economic development entities in our community with the intent to identify industry clusters critical to our local economy and its growth.



WIA Youth participate in a simulated "space mission" at the Challenger Point Learning Center in Colorado Springs.

Job Corps Partnership

LCWC is pleased to have strengthened a local partnership with our local Job Corps representative in northern Colorado. Job Corps currently sits on our local Youth Council and has been provided permanent office space located in the LCWC. During the program year, the Job Corps representative, Fermin Salas, has had over 200 contacts with youth regarding Job Corps services, has conducted 130 individuals interviews with potential Job Corps youth, and has conducted 100 Job Corps placements. Eight (8) youth were referred to WIA Youth services.

Rapid Response Services

The Career Transition Team (CTT) continues to partner with the Colorado Department of Labor and Employment's (CDLE) Rapid Response Team by providing partner-driven rapid response service to existing employees who are facing eminent layoffs. Half-day workshops are provided in conjunction with CDLE staff to inform and educate community members on services provided. We offer unemployment information, overview of dislocated worker and TAA training services, overall Workforce Center services, along with a variety of other services the employee may need as future employment and career directions are determined.

Rapid Response (RR) services were offered to twelve (12) employers during the last program year. Approximately 694 affected employees were invited to participate in one of the Rapid Response follow-up activities, which included job search workshops, an onsite resource center, basic computer classes, and career

PARTNER AGENCIES CONTRIBUTING TO WIA ADULT & DISLOCATED WORKER TRAINING

Partner Agency	Financial Contribution
Trade Adjustment Assistance	\$1,070,000
Pell Grants	\$42,000
Other Education Grants	\$22,000
Scholarships	\$8800
Work Study	\$17,600
Unsubsidized/Subsidized Student Loans	\$67,500
College Opportunity Fund	\$87,000
Division of Vocational Rehabilitation	\$3,800
Veterans	\$12,100
Other Funding Sources	\$440
Employer Partnerships/OJT Contributions	\$17,300
Total Partner Agency Contribution	\$1,348,540

exploration workshops. The primary industries that were impacted by downsizing were high tech, manufacturing, government, and retail.

Trade Adjustment Assistance (TAA) Partnership

During Program Year 2005, TAA services continued to increase in Larimer County and northern Colorado. Companies including Agilent Technologies, Hewlett Packard, Advanced Energy Industries, Inc., Celestica Corporation, and WaterPik, have driven a significant increase in TAA services in Larimer County. The increase in service demand has gone from 38 TAA enrollments in PY02 to 479 TAA enrollments in PY05.

The LCWFC Career Transition Team (CTT) works directly with the local TAA customers, providing counseling services while navigating participants through a myriad of services offered through their certification. The CTT has given valuable front-line input on a new TAA vocational plan that was piloted in Program Year 2006.

Aims Alternative Diploma Program

The Larimer County Workforce Center’s WIA Youth Program continues to build partnerships with alternative education opportunities. The Aims Alternative Diploma Program is one alternative option that nine (9) WIA youth successfully completed during Program Year 2005.

Aims Community College created an alternative, self-paced high school diploma program based on achieved competency as the determining criteria for completion versus credit hours. Their program was presented to Centennial Board of Cooperative Educational Services (BOCES) for accreditation and became state certified. They collaborated with both Weld County Schools and the Thompson R-2J School District to create opportunities for youth to gain their diplomas, and for the schools to receive credit for their graduation rates. The school districts and Aims share the per-pupil funding in administering the program.

The diploma requires students to pass specific levels of the WorkKeys tests developed by ACT. It also requires the



completion of seven portfolio projects and a final evaluation interview. Participants in Fort Collins utilize the Workforce Center's learning lab, "Potential Central," as a key resource for completing the diploma program. A software program is utilized for the initial placement tests to determine whether a participant is ready to test, or requires additional preparation. The same software provides tutoring on all the subject areas, as well as practice post-tests. Once they have completed, the youth are eligible to attend a graduation ceremony, either at Aims Community College or with the Workforce Center.

GED/Basic Skills Remediation Improvements:

The WIA Youth Program continues to serve youth who meet the eligibility criteria for the out-of-school youth category. Partnerships to increase basic literacy and numeracy skills continue to improve in our local youth program. The WIA Youth program has recruited additional paid tutors for youth who learn best in a one-on-one setting and the WIA Youth program offers individualized computerized remediation in the Potential Central Skills Lab and through outside classroom partnerships including The



WIA Youth attended the October 2005 graduation ceremony in honor of obtaining their GED.

Center for Adult Learning (CAL), The Tutor Center, and The Mind Center. Between January and June 2006 (half of the program year), 17 youth accessed the diploma program and 17 youth accessed individualized tutoring services. Access to these services has increased over the last few months and approximately 8 out of the 34 youth have recently received their diploma or GED.

GED/Alternative Diploma Completion Ceremonies:

LCWC continues to celebrate secondary school completion through a fall and spring graduation ceremony at the City Hall in Fort Collins. Local employers, youth council members, education providers, youth families, LCWC staff, and friends celebrate this event. Former WIA graduates present keynote speeches describing their success while encouraging current graduates to continue their momentum toward additional education and employment gains.

October 14, 2005, marked the fall ceremony where 14 youth were eligible to attend the ceremony. Eleven (11) youth attended. Graduation speakers included Youth Council Co-Chair Fawn Leaf, WIA Center Manager Mark Johnston, and City of Fort Collins Mayor Doug Hutchinson, along with a WIA youth graduate. The spring ceremony, held on March 29, 2006, had 21 youth eligible to participate and 12 actually attended the ceremony. Graduation speakers included Youth Council Chair Jim Cox, and County Commissioner Glenn Gibson.

Larimer County Youth Conservation Corps (LCYCC):

As the one of two revenue-generating/self-sustaining programs within the LCWC, the Larimer County Youth Conservation Corps (LCYCC) functions as a 10-week summer youth employment program which empowers youth, ages 16-19, from diverse backgrounds to become engaged citizens by completing service projects for the environment and community while promoting skill development for personal and professional growth.

As a fully functioning "Fee-For-Service" program, the LCYCC was able to hire 27 corps members for Summer 2006. This was the second summer operating completely as a Fee-For-Service entity, and with much success. These successes were made possible through public/private funding partnerships including the cities of Fort Collins, Loveland, and Berthoud; State and Federal agencies, a private foundation, and the Anheuser Busch Corporation.

The LCYCC received full-accreditation for the sixth year in a row, sponsored by the Colorado Youth Corps Association. The number of corps members was set at no more than nine (9) per crew. Twenty-one (21) corps members completed this summer's program with a 78% retention rate and fifteen (15) corps members received a \$1000 AmeriCorps Education Award.

Older Adult Job Fair

The LCWC continues to take a lead partnership role in organizing and implementing the annual Older Adult Job Fair for customers 50 years of age and older. The continued partnership with the City of Fort Collins, City of

Loveland, and the Senior Advisory Committee ensures a countywide event that brings employers and job seekers together in a professionally formatted job fair.

The Program Year 2005 fair was held at the Loveland Chilson Center and had over 425 attendees and approximately 28 employers. Over 82% of job seekers evaluated stated the job fair was "very worthwhile" or "worthwhile." Seventy-seven percent (77%) of those surveyed left the Older Adult Job Fair with "employment prospects" and 21 out of 21 employers who returned surveys stated that they would be interested in attending the Fair next year.



The Larimer County Youth Conservation Corps employs 16-19 year old youth who work throughout Larimer County during the summer.

Northern Colorado Health Care Consortium

The LCWC, in partnership with Boulder and Adams County, began implementing the Northern Colorado Health Care Consortium discretionary grant through the Colorado Department of Labor and Employment. The Larimer County consortium chose to focus their portion of the grant on offering training opportunities for lower skilled, incumbent workers associated

As one of two revenue-generating / self-sustaining programs within the LCWC, the Larimer County Youth Conservation Corps functions as a 10-week summer youth employment program which empowers youth, ages 16-19, from diverse backgrounds to become engaged citizens by completing service projects for the environment and community.

Through the Northern Colorado Health Care Consortium, forty-four incumbent workers are currently being trained in Larimer County. This grant partnership has also opened new opportunities for WIA participants to access employment opportunities in the health and medical professions.

with local health care employers including Columbine Health Systems, Good Samaritan Village, and the Berthoud Living Center. Licensed Psychiatric Technician (LPT) and Certified Nursing Assistant (CNA) training was provided by Front Range Community College to prepare these workers with the necessary skill upgrades to transition into higher paying positions while meeting the hiring needs of these employers.

Forty-four (44) incumbent workers are currently being trained in Larimer County. This grant partnership has also opened new opportunities for WIA participants to access employment opportunities in the health and medical professions.

Colorado Youth WINS Program

In partnership with Colorado WIN Partners of the University of Colorado Health Sciences Center, the Larimer County Workforce Center was selected as one of three sites to participate in a random-selection research project that is designed to provide benefit planning, disability program navigation, and career exploration services to youth receiving SSA benefits (SSI or SSDI). The project has been designed to test four SSA waivers and the role of an Independence Team ("I" Team), operating in a workforce center's environment, with regards to their effectiveness in providing employment-related interventions to assist youth with disabilities in order to maximize their independence.

Colorado Youth WINS successfully completed a six-month pilot program. Larimer County experienced a 46% "pick-up" rate from the 15 youth who were randomly selected for the YTD Project. Larimer County's "pick-up"

rate is consistent with the 44% "pick-up" rate experienced throughout the three (3) existing sites.

Over the next two (2) program years, the Colorado Youth WINS Project in Larimer County will serve 90 youth with disabilities who receive SSA benefits. All 90 youth will be recruited and enrolled within the upcoming program year. Youth will be referred through random assignment conducted by a national evaluator who will then refer the youth to the program in Larimer County.

School To Work Alliance Program (SWAP)

This co-located program is a collaboration between the Poudre School District and the Department of Vocational Rehabilitation. Approximately 54 new youth (along with 9 carry-in youth), ages 16-25 with mild to moderate special needs, were served through the program during the program year. SWAP also works with other youth programs within the Larimer County Workforce Center to enhance the SWAP program in the area of educational opportunities since SWAP is strictly a jobs program. Youth are registered with the Larimer County Workforce Center which allows them to access jobs and job search related workshops. The SWAP staff also completed nearly ten (10) junior high workshops on work readiness skills with the Colorado Youth WINS team.

Multiple SWAP youth have been referred to the WIA Youth program to receive comprehensive career development through education and training opportunities. This partnership continues to thrive and it is anticipated that the SSA Youth



Transition Project will become an integral partner in the upcoming year.

TALENT DEVELOPMENT

Business Services

The Larimer County Workforce Center’s Business Services team has spent PY05 focusing on building awareness of our services within the county. Last October, the team took part in the first ever Northern Colorado Bixpo, a regional business exposition, hosting speakers Donald Trump and Rudi Giuliani. This expo allowed the LCWC to touch over 1,000 business members in Larimer County.

During the past year, we have seen a significant increase in the number of employers using the Connecting Colorado online job services. As a result, Business Services is working to enhance the county website and online services. A monthly e-newsletter is sent to over 560 employers. The Business Services team has also been busy designing work on a direct mail campaign and the development of new marketing materials. These materials will be completed in PY06.

In PY05, the Business Services team hosted numerous job fairs for employers who were new to the area or expanding their current workforce. These employers include: Connex Transit, Sears, SOS staffing, Fed Ex, Steven’s Trucking, Schwan’s, Affordable Residential Communities, Lithia Motors, Center Partners, and Adecco. Approximately 500 job seekers attended these various job fairs. In addition to these single-employer hiring events, the Larimer County Workforce Center held an all day job fair for the Promenade Shops at Centerra, a new shopping mall in the Loveland area. This job fair included 47 employers and 2,000 job seekers and received regional media attention.

The Business Services team is also part of what we believe to be a best practice - “Operation Collaboration.” This is a group of staff from all programs in the agency, WIA Adult and Youth, Works, Veterans Services, Colorado Youth WINS, and Employment Center, that are working together to develop a cohesive system of employer outreach and work site development. This level of program

WIA Performance PY05

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	102%	Entered Employment	96%
Employment/Credential	92%	Employment/Credential	83%
6 Month Retention	100%	6 Month Retention	95%
6 Month Earnings Change	100%	*6 Month Earnings Change	99%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	107%	Diploma	96%
Employment/Credential	100%	Skill Attainment	97%
6 Month Retention	73%	6 Month Retention	121%
6 Month Earnings Change	100%		
CUSTOMER SATISFACTION			
Standard	Percent of Goal		
Satisfaction - Employers	95%		
Satisfaction - Job Seekers	101%		



Each year, since 1982, the Larimer County Workforce Center has presented monthly informational seminars designed for small business, called Employers' Roundtables. Thanks to sponsorships from the public and private sectors, Employers' Roundtables and the September Symposium are presented free of charge.

collaboration enhances the services to area businesses and ensures that the right job-seeker is placed in the right job.

Employers' Roundtables

Each year, since 1982, the Larimer County Workforce Center has presented monthly (October-May) informational seminars (one and half-hours in length) designed for small business, called Employers' Roundtables. Thanks to sponsorships from the public and private sectors, Employers' Roundtables and the September Symposium are presented free of charge.

Attendance at the monthly Employers' Roundtables averages between 50 and 200 people. Seminars for the 2005-2006 Employers' Roundtables series included such topics as: Where Have All the Workers Gone? (The Truth about Motivating 21st Century Employees); Developing the Mindset to Compete in the Global Economy; Crucial Conversations; Get 'Er Done: Delegating for Results; Turning Business Data into Decision Information; Benchmarking – It's Not Just Graffiti at the Bus Stop; and Become an Indispensable Admin Assistant (What Every Admin Assistant and Manager Needs to Know).

September Symposium

The 20th Annual September Symposium (September 2005) attracted approximately 650 participants. Eight breakout sessions and an endnote address highlighted this half-day event. The Fort Collins Coloradoan, First National Bank of Fort Collins, the Northern Colorado Business Report, and Citizen Printing provided

sponsorship for the Symposium in 2005. An Enterprise Zone marketing grant from the Colorado Office of Economic Development, a grant from the Colorado Workforce Development Council, and a grant from the Colorado Department of Labor and Employment were also used to underwrite some of the Symposium expenses.

Job Seeker Services

In the past year, the LCWC registered 6,229 new job seekers. More and more of our job seekers are taking advantage of the on-line registration services: 3,918 (63%) of all new registrations were on-line last year. Approximately 1,200 customers access the public computer labs and resource centers in the Fort Collins and Loveland offices on a monthly basis.

This past year, the Employment Center staff took part in two Colorado State University Career Fairs and the Women's Community Resource Fair, hosted by Education and Life Training Center. These community fairs offer the opportunity to connect with large numbers of job seekers and provide information about the services available at the LCWC.

Governor's Summer Job Hunt

The GSJH serves all youth 16-21 years of age and provides resources to assist the youth in finding summer and full-time employment. Recruitment of youth occurs through contacts with local high schools and emails lists, which were utilized to send out e-newsletters, updates, workshop reminders, etc. Staff also contacted over 60 employers to list their openings and promoted the program at the monthly "Employer Roundtable" in May.



GSJH staff also responded to requests to make presentations to agencies in the community. Those included a youth detention center and a group for youthful ex-offenders through the Department of Human Services. GSJH staff also improved our local web pages this year and posted information about youth employment, available jobs, workshops, and services on the site:

<http://www.larimerworkforce.org/sjh.htm>.

GSJH staff sent a weekly e-newsletter called "Summer Biz" to all youth who provided an email address in our system. This communication allowed a constant flow of information going to youth in addition to being a reminder that the LCWC is here to help them.

Disability Program Navigator (DPN)

Disability Program Navigators guide Workforce Center Staff in helping people with disabilities access and navigate the complex provisions of various programs that impact their ability to gain/retain employment. In the past year, the DPN has provided training on assistive technology and has worked with the Youth WINS DPN to educate staff on dealing with job seekers with disabilities and ensuring that they are able to access all services that the LCWC has to offer.

The DPN continues a close relationship with the local office of the Division of Vocational Rehabilitation (DVR) and insures that customers referred from DVR are able to maximize the services offered through the LCWC by guiding/directing them to the services that best meet their needs. The creation of this central

point of contact allows both systems to identify areas of training needed by staff in both agencies and to assess the benefits/appropriateness of the services presently offered through the LCWC as they relate to job seekers with disabilities.

Education And Life Training Center (ELTC) Partnership

During this year, the LCWC continued to work with the Education and Life Training Center (ELTC), the Adult Basic Education/Family Literacy Center in Larimer County, to provide basic computer education to job seekers through a Wagner-Peyser 10% grant. The Education and Life Training Center works with individuals who have limited to no computer skills, teaching them how to effectively use computers to job search. Because so many employers now list their jobs on web-site and have on-line applications, it is becoming increasingly difficult for those with no computer skills to engage in a meaningful and thorough job search. Through this grant, ELTC and LCWC are able to bring employment opportunities to those most in need.

Operation Occupation – Summer 2006

Operation Occupation provides summer employment opportunities for up to 35 youth, ages 14-17, who are from economically disadvantaged households in Larimer County and typically experience the most difficulty in finding employment. For 67% of the youth enrolled in 2006, this was their first real job. Operation Occupation began in 2000 as a collaborative effort between Larimer County Workforce Center and the Larimer County Department of Human Services.

More and more of our job seekers are taking advantage of the on-line registration services: **3,918 (63%)** of all new registrations were on-line last year.



S

uccess

Story: Rodney is a fifteen year old young man in the WIA program, who learned he would be a father and came to the program to learn what "work was about." Rodney also had to contend with many family issues. He asked for assistance with parenting classes, and chose a worksite that would allow him to learn to work well with children.

(Continued next page)

Out of the 24 TANF and WIA youth enrolled in PY06, 17 finished the program. All youth participated in summer employment, work readiness skills, academic credit through local school districts, and had the potential of earning performance-based award/bonuses. Enrichment activities included work readiness training, drug and alcohol prevention, HIV/STD prevention, and academic skills. In addition, a variety of community members assisted the program in providing information on careers, life challenges, and opportunities.

Each year, several parents share feedback with staff about the positive impact the work experiences and program services are having on their children. Adult TANF coaches reported that the youths' parents saw a substantial increase in maturity, self-esteem, and self-reliance. TANF clients/parents were grateful that their children were provided with a safe and productive environment during the program and that their youth were engaged in meaningful summer employment and not "on the streets getting into trouble."

ECONOMIC TRANSFORMATION

Economic Development Pilot Project

The Workforce Development Liaison position, initially funded through a WIA Adult Discretionary grant, WIA Youth, WIA Dislocated Worker and Wagner-Peyser funds, has become an excellent example of the power of the E-3 methodology by working closely with employers, educators, training providers, job seekers and local community organizations to identify the workforce development needs of Larimer County. Their goal is to ensure that workers are prepared to

meet the requirements of current and future businesses in Larimer County.

The Larimer County Commissioners have supported this initiative by funding an 18-month economic development pilot project to develop recommendations to maintain the rural landscape, diversify the local economy, develop and maintain a viable, variable workforce, encourage compatible entrepreneurial activities, and support and coordinate with other regional economic development activities and programs. The Workforce Development Liaison position is housed in the Workforce Center, and the steering committee for the pilot project consists of the Director and Assistant Director of the Workforce Center, the Larimer County Planning Department Division Director, and the County Manager.

Enterprise Zone

Since 1994, the Larimer County Workforce Center has administered the Larimer County Enterprise Zone. This state program promotes economic development in qualifying areas around the state through tax incentives to businesses that invest in the zones and to businesses or individuals who contribute to projects in the zones. In addition to the Enterprise Zone marketing dollars that help fund Employers' Roundtables and September Symposia, the Workforce Center has been able to channel dollars to Enterprise Zone projects for community development, economic development, and health and human service activities within the Enterprise Zone areas of Larimer County.

Futurist Ed Barlow

Futurist Ed Barlow met with Workforce Investment Board members



from Larimer County, Weld County, and from Wyoming at an all-day retreat at the Larimer County Fairgrounds facility on Friday, April 29, 2005, to discuss regional collaboration and the direction of workforce programs in general, the role of Workforce Boards in the future, and specifically in Northern Colorado and Wyoming. This was the first meeting of these three Workforce Investment Boards. Ed Barlow conducted another session in October for the business public, non-profit agencies, and educators and approximately 200 people attended this half-day session that was an overview of the future of the workforce and what workforce programs will be required to meet these future needs.

Model Youth Council

The Larimer County Youth Council continues to serve as a model throughout the State of Colorado, demonstrating active community involvement while providing local WIA career counselors an opportunity to network with agencies and employers throughout our community. During Program Year 2005, the local Youth Council assisted in supporting youth employment and initiatives throughout our internal agency and within the Larimer County community.

These initiatives included the recruitment of additional members to the Council including WIA youth and parents of WIA youth, guidance on academic remediation services, suggestions on leadership focus groups and making our local council more youth friendly, and building a greater awareness of WIA youth services throughout the Larimer

County area. Jim Cox, with the Fort Collins Housing Authority, accepted the responsibility of leading the local Youth Council with Vice-Chair Candace Laviolette, an active WIA Youth participant. The Youth Council membership consists of 16 community based agencies, employers and union representatives, plus three youth participants.

Continuous Improvement

The major accomplishment regarding the CIMS (Continuous Management Improvement System) this past year, in addition to pursuing objectives we outlined in the previous report, has been to apply for the High Plains designation through CPEX (Colorado Performance Excellence). This process entailed filling out the Larimer County Workforce Center Organizational Profile, which encompassed a staff member, Mary Betters, attending a one-day training session, which then allowed her to give technical assistance to the staff member responsible for completing the organizational profile (Lew Wymisner).

Exceptional Leadership

The LCWC has been fortunate to have WIA Center Manager Mark Johnston participate on the State of Colorado Youth Council. As a voting member, Mark represents the Larimer County Workforce Center and the interests and ideas from his colleagues who participate on the WIA State Operators Committee. Bringing this network of information to our local Workforce Center has been beneficial for our youth programs. Mark Johnston also coordinated the statewide consortium of Youth Coordinators and direct youth service providers who implement WIA youth

(Success story continued)

He excelled at the Boys and Girls Club, demonstrating outstanding dependability. He also flourished with the challenge of demonstrating peer leadership during our TGIF activities. In 8 short weeks, Rodney grew into a young adult much better prepared to embrace his future.



“I salute the staff of the Larimer County Workforce Center... They were there when I needed them most, and for that I am forever grateful.”

Customer who was critically injured in the 9/11 attacks

program across the State. This group meets on a quarterly basis in various local Workforce Centers. The individual region selected to host provides a presentation on a Promising Practice that can be duplicated at other local levels.

Success Story: 9/11/2001 Survivor

“I am grateful for the support, inspiration, and professional services the Larimer County Workforce Center has provided me over the last few months. Specifically my career counselor, Christa Menning, and her team, helped bring me ‘back to the basics’ of professional interviewing skills, personal skill marketing,

assisted in the coaching of my self-confidence & self-esteem, and reminded me of the fundamentals I forgot about in the business world. They revived me back to the “Business Life” I had been astray from for almost 5 years as a result of being impacted from the tragic events of 9/11/2001.

I salute the staff of the Larimer County Workforce Center for their ability to uphold their promises and not let me down. They were there for me when I needed them the most, and for that I am forever grateful.”

http://www.larimerworkforce.org/

Larimer County Workforce Center
Where Larimer County Comes to Work

Home For Job Seekers For Employers Youth Veterans Services Links Contact Us

> Home

Welcome to the Larimer County Workforce Center. The Workforce Center provides easy access to a wide array of employment and training services. Following the trend initiated by the US Department of Labor, Colorado has consolidated the many components of Job Service and Employment and Training services to maximize its ability to serve job seekers as well as area employers.

Mission: To improve the quality of life for individuals, families, and communities through employment and workforce development services.

We also provide referral services to a wide array of partner agencies and other community-based organizations who offer health and human services.

Hire Expectations August/September 2006 - An e-newsletter for employers in Larimer County

Upcoming Events

This Week's Workshops

- September 25 - Resume Workshop
- September 25 - Cover Letters
- September 28 - Interviewing Workshop

[Workshop Calendar](#)

Employer Hiring Events

[September 2006 Job Fairs](#)

[Poudre Valley Health System Hiring Information for 2006](#)

What's New?

The Larimer County Workforce Youth Employment Conference, "Uncommon Success" will be held Tuesday, October 10, 2006 at the Fort Collins Lincoln Center from 8:00 a.m. to 1:30 p.m. **Don't Miss OUT!** Please RSVP Chris Jobin at (970) 498-6634 or email at cjobin@larimer.org. This event is sponsored by Columbine Health System, Larimer County Chafee Program, Turning Point Center for Youth and Family Development, and the Larimer County Workforce Center.



Colorado Rural Workforce Consortium

REGIONAL PROFILE

The Colorado Rural Workforce Consortium is one of the nine federally designated workforce regions in the state of Colorado. Consortium staff perform administrative, policy direction, and quality assurance functions. The Consortium includes eleven distinct geographic and economic sub-regions, each governed by its own local Workforce Board, Local Elected Officials Board, and Youth Council. The Consortium's web site and local office links can be seen at <http://www.yourworkforcecenter.com>

Job Vacancy Surveys conducted by the Colorado Department of Labor & Employment show that, on the whole, the economies of the rural sub-regions are comprised primarily of government, services, retail, construction, and agriculture industry sectors. Most of the sub-regions are dominated by small businesses with fewer than five employees and with wages low in comparison to the urban areas of the state. Construction industry presence in the Western slope regions is a positive aspect. The Rural Resort and Upper Arkansas sub-regions show a high percentage of seasonal employment created by tourist industries.

Each of the Rural Consortium sub-regions is managed locally. Rural Consortium staff administer and contract out grants, formulate policy, monitor for quality and for

compliance with regulation and policy, manage and operate state-run sub-regions, make participant payments, and operate a Consortium-wide management information system. In about half of the sub-regions: Southeast, South Central, Upper Arkansas, Southwest, Mesa, and Broomfield, WIA funds are contracted with a local community based organization or county. In the rest: Eastern, Pueblo, Western, Northwest, and Rural Resort, state staff operate programs. All of these regions run one or more Workforce Centers and partner with other community programs to provide services for workers, students, and employers.

Rural workforce regions are challenged by their geographic size, and they bring services to as many of their remote customers as they can by establishing satellite offices, partnering with community agencies, publishing newsletters and web sites, and offering on-line services.

Rural job seekers have more difficulty finding employment offering a living wage than urban job seekers. Midsummer 2005 brought favorable labor market conditions to a majority of Colorado areas as activities relating to construction and tourism continued to strengthen. Seasonally unadjusted jobless rates fell in 43 counties, rose in 13, and were unchanged in 8. Rates varied between 10.5 percent in Costilla County and 2.6 percent in Ouray County.¹

¹Labor force estimates are calculated from the household survey results, using the Bureau of Labor Statistics Local Area Unemployment Statistics methods.



Ironically, employers who seek applicants with specific skills and experience have difficulty finding them. There are relatively few rural population centers well supplied with skilled workers and vocational or higher education facilities. The Colorado Community College and Higher Education systems do their best to train rural residents to suit employer needs, but their resources are thinly spread.

PARTNERSHIPS

The matrix below indicates the co-located partners in the Workforce Centers in the Rural Consortium. The Broomfield sub-region does not have co-located partners in their Workforce Center.

In addition to the co-located partners, the sub-regions work closely with their local Chambers, Economic Development organizations and other agencies and community based organizations in their area. Each individual regional report goes into further detail regarding these partnerships.

TALENT DEVELOPMENT

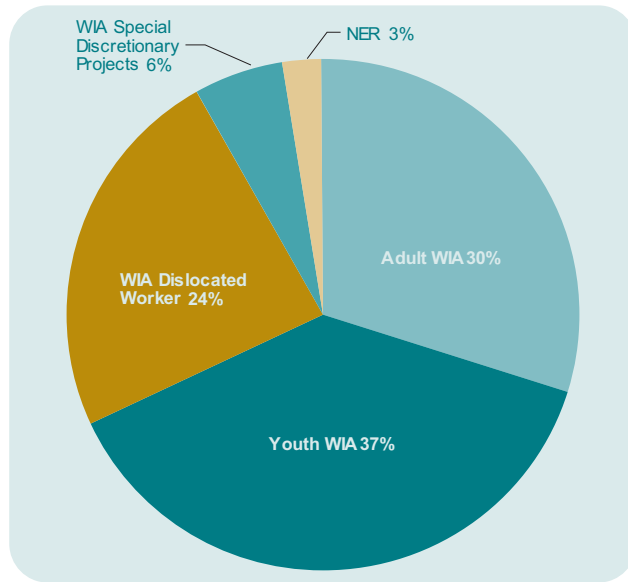
The Rural Consortium received over \$10 million in WIA dollars for PY05. These funds were received as Adult, Dislocated Worker, Youth, Discretionary and National Emergency Reserve (NER). The breakout between programs is depicted in this chart.

Rural Consortium Partners

Partners	EA	NW	Pueblo	RR	SC / SE	SW	UA	West	Mesa
Colorado Department of Labor and Employment (CDLE)		X	X	X	X	X	X	X	X
Rocky Mountain SER			X		X			X	X
DOC Adult Parole	X								
The Training Advantage						X		X	
Upper Arkansas Area Council Of Governments (UAACOG)							X		
Resource Consultants, Inc.			X			X			X
Division of Vocational Rehabilitation	X	X	X	X	X			X	
Pueblo County Division of Social Services									
Moffat County School District (SWAP)		X							
Mountain BOCES (SWAP)									
Montrose School District (SWAP)								X	
Southern Colorado Educational Opportunity Center			X		X				
Mesa County Department of Human Resources									X
Hilltop Community Resources									X
Tilman M. Bishop Unified Technical Education Campus (UTEC)									
Grand Junction Housing Authority (GJHA)									X
Green Thumb, Inc.									



Consortium WIA Funding Breakout



The Rural Consortium served a total of 3,823 individuals in the WIA Adult, Dislocated Worker and Youth programs during PY05. The charts below show the characteristics of these individuals and the breakout between programs.

The Rural Consortium supports the economic success of individuals, businesses, and communities by improving opportunities for growth throughout its eleven sub-regions and workforce communities. As a whole, the Consortium's vision of workforce development is critical to the success of this effort. The emphasis for PY05 was to:

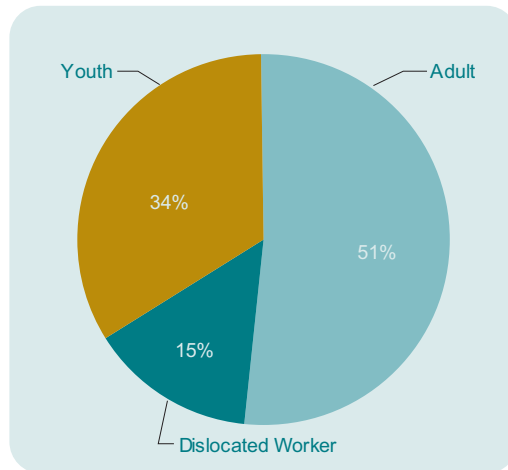
- Focus on business as the primary customer of workforce development
- Expand local control
- Target resources on high-demand occupations and industries
- Use new technology to deliver services for less

Based on this vision, sub-region projects are highlighted below. More detailed information on each of these can be found in the regional reports.

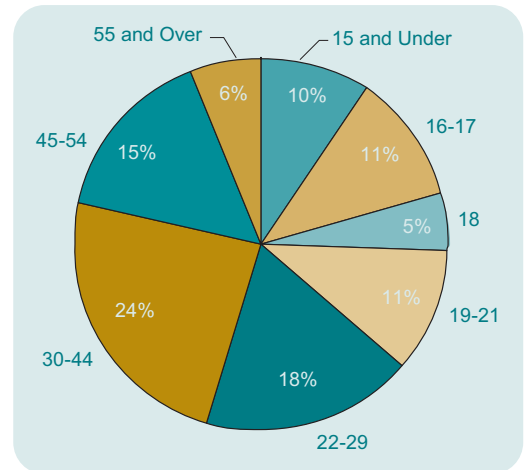
- In the Eastern Region, Sterling Workforce Center, team members worked closely with Logan County Economic Development officials to bring to town a new business called Safe Auto Insurance. This new company will bring 350 new jobs paying wages above the area average over the next 3 years.
- Two years ago Mesa County developed a unique "Queue" system that alerts staff when an applicant has completed registration or needs assistance for a selected a job referral. The success of the "Queue" system has reduced the waiting time for applicants and increased the time staff can devote to business services.
- The Pueblo Workforce Center has continued its implementation of a local

Consortium WIA Funding Breakout

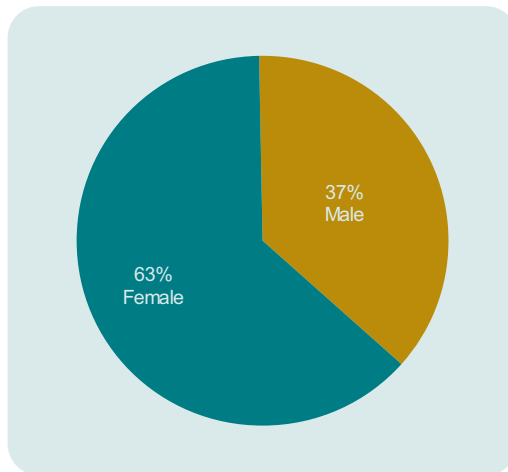
All Clients



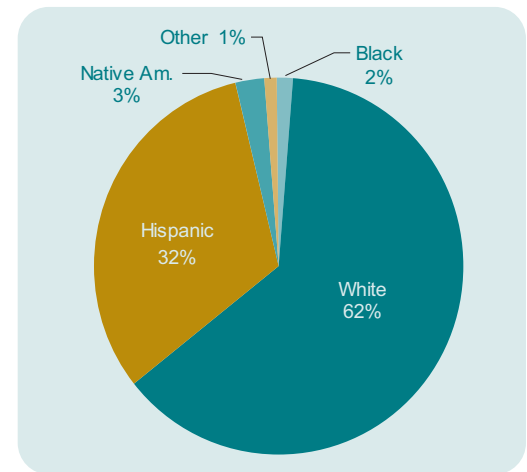
Age Breakout



Gender Breakout



Gender Breakout



demand-driven workforce investment system. The new business model, the Business Services Unit (BSU), has delivered enhanced services focused on specific industry groups. This resulted in a 45% increase in the number of job orders processed by the BSU in 2005.

- The Northwest Region is participating in the American Petroleum Institute's five state coalition of industry, workforce professionals and educational

entities to accomplish a broad scope of initiatives including: developing tools to better educate the public on careers in the energy industries; designing an interactive website to pinpoint jobs and training opportunities; and informing industry regarding the services available through the workforce system. This project is a demonstration of how collaborative efforts facilitate efficient use of resources.



WIA Performance PY05

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	103%	Entered Employment	103%
Employment/Credential	100%	Employment/Credential	98%
6 Month Retention	91%	6 Month Retention	92%
6 Month Earnings Change	107%	*6 Month Earnings Change	151%

OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	101%	Diploma	82%
Employment/Credential	96%	Skill Attainment	94%
6 Month Retention	100%	6 Month Retention	90%
6 Month Earnings Change	69%		

CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Employers	95%
Satisfaction - Job Seekers	101%

ECONOMIC TRANSFORMATION

The CRWC Board acknowledges that its work must bring the highest value and most effective use of resources for customers and local communities within the sub-regions. The Board provides leadership in achieving the success of the overall workforce development system, for the benefit of all of Rural Colorado. The following are some examples of local workforce board initiatives and achievements:

- Several years ago Mesa County Workforce Center's Youth Council started an initiative to develop a WorkKeys assessment plan for the workforce, businesses, and work bound high school youth. At the end of PY05, the MCWFC had 117 businesses that recognized the WorkKeys Certificate. In addition, the Mesa County Valley School District #51, in collaboration with the MCWFC, has developed a performance-based diploma using KeyTrain as a primary academic component and WorkKeys scores as benchmarks for progress.
- The Pueblo Workforce center has been recognized for its efforts in working towards a Continuous Improvement Management System. The WIA program in Pueblo was recognized during PY05 by the Colorado Department of Labor and Employment as a Best Practice operation for file integrity and program execution and serves as a model for other Colorado workforce centers in their own pursuit of WIA operational excellence.
- The SouthWest Region has taken the lead with Region 9 Economic Development and the Small Business Development Center, creating and implementing the SmallBizWorks project, assisting small businesses in becoming sustainable and growth-oriented, and in preserving jobs.
- The Western and Eastern Regions were awarded the Colorado Performance Excellence (CPEX) High Plains Award for Continuous Improvement.



- The Upper Arkansas Workforce Center plays a key role in the economic health and growth of the region. In order to reach clients, they continually market their services and utilize commercials on local media. The “stars” of the commercials included clients of the workforce center and our Board Co-Chair, a local employer. The commercials are now owned by our Department and can be utilized throughout the state.

BROOMFIELD SUB-REGION

Sub-Regional Profile

The City & County of Broomfield is located in the North Metro Denver area and is well known for being conveniently located between Denver and Boulder. Broomfield is 33.5 square miles and borders several metro Denver counties. The labor force in Broomfield is a highly skilled and educated workforce and includes approximately 24,986 people. As of June of 2006, the unemployment rate in Broomfield was 4.6%.

In Program Year 2005, Broomfield Workforce Center (BWC) served 6,432 job seekers, including 779 Veterans. BWC’s current Entered Employment rate is 62.04% and the Employment Retention Rate for Broomfield is 82.90%. Some of the largest regional employers in the Broomfield area include Ball Corporation, Level 3 Communications, Exempla Good Samaritan Medical Center and Sandoz Inc. Broomfield also has a large retail industry with its beautiful 1,500,000 square foot FlatIron Crossing Mall that offers over 200 stores and restaurants.

New development in Broomfield includes the highly anticipated and much talked about Broomfield Event Center, which is scheduled to open in November of 2006. The center will be an 80,000 square foot, \$45 million dollar state-of the art entertainment facility and will host up to 130 events per year including the Rocky Mountain Rage Hockey team and the Colorado 14ers Basketball team. Arista Place is a new development that will surround the Broomfield Event Center and will be a 200 acre site with up to 800,000 square feet of retail space, 400,000 square feet of office space and approximately 1,200 residential units.

Partnerships

In September of 2005 BWC partnered with Workforce Boulder County to hold its first **Business Continental Breakfast** for businesses in honor of Workforce Development Month. The event was held at the Omni Interlocken Hotel and featured Richard Wobbekind, Ph.D. from the University Of Colorado LEEDS School Of Business. Dr. Wobbekind gave a current assessment of the state of the economy with a local viewpoint. Over 80 people from the Boulder/Broomfield area attended the event including business owners and representatives from educational, economic development, and other partner agencies.

In PY05 BWC and its WIB participated in the newly formed **Workforce Board of Metro Denver** (or Metro WIB) with 8 other metro workforce regions. From this partnership evolved the award of the Workforce Innovation in Regional Economic Development (WIRED) grant that will help to produce a long term plan to train Coloradans for high tech jobs. The



WIRED grant is a 3- year, \$15 million dollar grant that will focus on providing a pipeline of educated works in four high tech industries: including Aerospace, Bioscience, Energy and IT/Software.

Talent Development

In PY05 BWC once again focused on marketing **Business Services** to employers. BWC invested in updating their business brochure that focuses on the employer/business aspects of the workforce center. Marketing efforts apparently worked as reflected in the total of job openings posted by BWC in PY05. In PY03, BWC posted 1,337 job openings. In PY04, BWC more then doubled that number by posting 3,133 job openings. In PY05 the number continued to grow for a total of 4,801 job openings posted.

Broomfield's **WIA Youth program** continues to be a successfully integrated position with Broomfield Health and Human Services. The WIA Youth position also administers the Chafee Foster Care Independence Program (youth 16 to 18 who are expected to emancipate from foster care system.) This position will be highlighted and will present its unique integration model of Human Services collaborating with Workforce Services at a national conference in December of 2006.

On February 21, 2006 BWC kicked off its **Governor's Summer Job Hunt Program** by hosting its second county wide youth fair at the Paul Derda Recreation Center in Broomfield. The job fair was open to youth in and around the Broomfield area between the ages of 15 to 21. Over 700 youth attended the fair and registered for Broomfield's GSJH Program.

Employers such as Starbucks, Subway, Dave & Busters, Hunter Douglas and Water World were represented at the event.



Broomfield Workforce Center

Economic Transformation

BWC is proud of the delivery of services it offers to both job seekers and businesses and is excited to continuously improve its scope of services. Some examples over Program Year 2005 of BWC initiatives, strategies, practices and economic growth include:

- BWC Board and Staff participation in Workforce Board of Metro Denver
- BWC Board and Staff participation in Metro Denver Regional Partnership WIRED Initiative
- National recognition for integrated WIA Youth/Chafee Program Coordinator position
- Hiring Events held at the BWC for Echostar, Home Depot, Bolder Staffing, Panera Bread, Sears, Aerotek, Retail Project Management, Transportation Security Administration (TSA) and Echostar

Success
Story: A WIA client came in to present staff with a picture of her graduation from a community college program. Lisa, an eighteen-year old single mother on food stamps, told staff "It would never have been possible without the WIA Program. If I can do it, anyone can do it. Let everyone know, you can reach your dreams, if you work hard." The photograph is hanging on the Fort Morgan office "Wall of Fame."

- Planning and implementation of Work Academy Program – 5 week program for Temporary Assistance to Needy Families (TANF) and WIA Youth. Work academy promotes employment and self sufficiency
- Job Club – Weekly Job Club focuses on different job search techniques and issues
- Staff member recognized by Governor’s Summer Job Hunt Program for Leadership skills

For Program Year 2006 Broomfield Workforce will continue to focus on improving performance measurements and building community and business partnerships and relationships.

EASTERN SUB-REGION

Regional Profile

The Eastern Workforce Region is comprised of Colorado’s ten northeastern counties making it the largest geographic region in the state. With a labor force of almost 61,000, services are provided through six full-time offices in Burlington, Elizabeth, Fort Morgan, Limon, Sterling, and Yuma. To cover these vast expanses, part-time offices are located in Akron, Holyoke, Julesburg, and Wray. State government employees are responsible for service delivery, including employment services and the Workforce Investment Act programs.

Partnerships

Every business roundtable, Job Fair, and Career Fair is done with the invaluable assistance of our partner agencies and businesses. Each event is an opportunity to strengthen relationships that provide a higher

level of service to the community. This past year, the Fort Morgan Workforce Center opened its doors to two new agencies that share our office. The Division of Vocational Rehabilitation and the Department of Correction’s Adult Parole Office have co-located with the workforce center. With the addition of these agencies, our WIA case managers can provide better coordinated service to our WIA clients.

At our Sterling Workforce Center, team members worked closely with Logan County Economic Development officials to bring to town a new business called **Safe Auto Insurance**. Over the next three years, this new company will bring 350 new jobs paying above average area wages. The Director of Economic Development said that this would not have happened if the Workforce Center had not assisted with the recruitment of bilingual employees needed by Safe Auto. Sterling Workforce staff made the difference, resulting in the City of Sterling winning the national competition for this new company.

Talent Development

Almost 9,000 job seekers were served last year by Eastern Workforce staff and over 2,500 job orders were received—resulting in a 17% increase from the previous year. Job Fairs were held in Elizabeth, Fort Morgan and Sterling, six business roundtables were conducted, and eight open houses were organized. The summer Teen Paint Program was held in four cities in 2005 and one town for 2006.

Two new WIA grant programs were launched this program year and both work with offenders. The **Second Chance Program** takes an



innovative approach to rehabilitating youth offenders by pairing troubled teens with homeless animals. The program provides a second chance for the youth, as well as a second chance for animals that need homes. The youths sponsored a Pet Spa—offering baths, massages, and glamour shots for dogs, raising over \$800 in one day; baked dog biscuits and sold them at the animal shelter; developed a presentation to the Fort Morgan City Council; and organized a Scratch and Sniff Donation Drive soliciting donations of dog and cat food, collars, leashes, and treats. The teens have worked hard and improved their grades at school; obtained jobs with local businesses, and paid off their restitution.

The second offender program is the



Donations for pets

Turning Point Program. The goal is to work with adult offenders once they are released from prison or jail to help them start over and keep them from returning to incarceration. Our WIA case managers and Wagner Peyser employment counselors work with them to find housing, apply for emergency food stamps, obtain an I.D., locate transportation, refer them to mental health and substance abuse counseling, and get a job. Since these services have not been previously offered, the program has been well-received by sheriff's departments, judges, parole officers, and most

importantly, by the clients that benefit from these services.

Economic Transformation

The Eastern Workforce Region has participated in the Colorado Performance Excellence (CPEX) program and was awarded the High Plains certificate. This year, we are competing for the Foothills award, and plan on completing the continuous improvement program.

The City of Fort Morgan and the Fort Morgan Police Department presented the workforce center with a Meritorious Award of Service to the Community for the work accomplished through the Second Chance program.

Turning Point Program Success

Story: In August 2006, I was asked to do a Soft Skills Class for the Maximum Security side of the Sterling Correctional Facility. When I was escorted to the classroom the atmosphere was very tense and the inmates were very restless. In the beginning, I could not get control nor could I get anyone to participate, and realized I needed a different method of reaching these inmates. I initiated an interviewing game. The class slowly started to focus on the role playing for our mock interviews and began to open up. There was no longer any laughing and obnoxious behavior. I had captivated the hard-to-reach inmates and helped them understand the obstacles that occur upon release and re-entering the Workforce. The class made an impact on these hard-to-reach individuals who will utilize the skills learned to help them gain employment and successfully complete parole.

MESA COUNTY SUB-REGION

Regional Profile

The Mesa County Workforce Center is a full service one-stop partnership between many community agencies/services and the State of Colorado. Mesa County is the largest community between Denver and Salt Lake City and serves as the regional hub for health care, retail trade, services and transportation for Western Colorado and Eastern Utah. Six of the top ten employers are government services and 12 of the top 24 employers are government services/non-profit organizations. Consequently, most of the community is comprised of small businesses and predominantly retail and service related employment.

Mesa County is a single-county sub region within the Colorado Rural Consortium with a rapidly growing population of 130,417, a labor force of 74,854, and an unemployment rate of 4.2%. Mesa County's labor force grew by nearly 5%, and the unemployment rate dropped from 4.9% to 4.2% over the past year. The total number of registered job seekers is 13,624, of which 6,861 are web registrants. The primary growth industries are health care, construction, and retail services, with very high growth in the energy extraction and related occupations. The industry sectors of Trade, Transportation, and Utilities, along with Leisure and Hospitality, have the highest number of estimated job vacancies. In Mesa County, 53% of the population is 45 years of age or older. Thirty-six percent of the population's household income is \$34,999 or less.

Partnerships

With discretionary funds and close collaboration with Western Colorado Area Health and Education Center, western slope educational institutions, health care providers, and western slope workforce centers, several new training opportunities and capacity-building efforts came together. Some examples of the **Western Slope Health Care initiative services** now available to rural areas throughout the western slope are: preceptor training, medical terminology, training medical coding, training Spanish interpreter training, RN Refresher classes, and more.

Over the past several years, the Mesa County Workforce Center has worked closely with the health care community to develop a career ladder in Mesa County that allowed Certified Nurse Aids to continue their education, if desired, to become LPNs, ADNs, or BSNs. In the past year, our goal of establishing this career ladder in the health care field has been realized with graduates at all levels.

Mesa County's **WIA Youth satellite office**, located at the Opportunity Center, is a key partner in the development of a one-stop-shop for at-risk youth. The Opportunity Center houses an alternative school, which in addition to providing traditional and non-traditional curriculum, utilizes WorkKeys and KeyTrain to provide the option of obtaining a "Key Performance Diploma" (competency based high school diploma) to students. The Mesa County Valley School District, Mesa County Department of Human Services, 21st Judicial Probation, Division of Youth Corrections, Western Colorado Parole Operations, Senate Bill 94, Colorado West Mental Health, SWAP and Mesa

County Partners are co-located at the satellite office. This facility provides a full range of intervention (triage) assessments, client staffing, wrap around services, drug and alcohol counseling, mental health counseling, education services (Middle School, High School and GED Preparation), career counseling, pre-employment training, occupational skills training, and job search assistance tailored to the youth's abilities, restrictions, and goals.

Talent Development

The Mesa County Workforce Center organized a coalition at the recommendation of a Health Care Summit held in the fall of 2004, to conduct a **Needs Analysis** of the future emergency medical services for Mesa County and the western slope region of Colorado. Pursuant to the results of the Needs Analysis, specific recommendations of strategies will be provided for an Implementation Analysis. Specifically, the areas to be studied are the employment opportunities and training needs for First Responder, Emergency Medical Technician, and Paramedic levels critical to our area. The findings from this effort will be available in the upcoming program year.

The MCWFC is working closely with employers in our booming economy to address the critical shortage of skilled and unskilled workers. In part through the efforts of the MCWFC, new training sites have been added. In the past year, the MCWFC has assisted two new truck-driving companies in their start up, two additional apprenticeship programs and medical manager and medical terminology programs with becoming **eligible training providers**.

Two years ago Mesa County developed a unique "**Queue**" system that alerts staff when an applicant has completed registration or needs assistance with a selected job referral. In addition, the MCWFC created a room for client self-registration and promoted on-line registration which substantially reduced staff computer input and now allows staff greater quality time with job seekers. This new system also allows staff the time to devote extra attention to the increased volume of job orders, marketing, and business services. The success of the "Queue" system has reduced the waiting time for applicants to less than four minutes and increased the amount of time staff can devote to business services and ensuring veterans of priority receive service.

Economic Transformation

In PY04/PY05, Mesa County Workforce Center (WFC) developed a **comprehensive marketing strategy** for 2004, 2005 and the years to follow. Prior to the planning and implementation of the strategy, Workforce Center staff conducted, summarized, and interpreted an internal survey of all employees, followed by an employer outreach study of over one hundred local businesses in Mesa County. The results of the surveys, as well as previously collected research data, allowed staff members to focus the strategy on the priorities of promoting recruiting, assessments, testing, training, and quality assurance services to the business community and job seekers. A business services team was formed, and a marketing pacing schedule was developed. A list of targeted employers was created, ranking local employers based on

Businesses registered with the Mesa County Workforce Center have grown from a 38% to a 63% penetration share of the local market due in large part to the comprehensive marketing plan, efforts put forth by the Workforce Center staff and the quality of customer service given to employers and job seekers.



their levels of recruiting activities coordinated through the Workforce Center, and their specific needs.

The marketing strategy was based on three major components: consultative meetings with individual employers, a marketing communications-pacing schedule, and a special events schedule. Advertising targeting the business community is placed in the local business newspaper weekly. Workforce Center publicity now appears in selected articles in all print media and in the local electronic media on a regular basis as a result of networking efforts. Business Services Team members also host job fairs, seminars, symposiums, and facilitate workshops at employer sites.

As a result of our business marketing effort, job order listings have increased dramatically. For the period of July 10, 2004 through July 31, 2006, average daily job orders listings increased from 311 to 1,000, representing a 221% increase. Businesses registered with the Mesa County Workforce Center have grown from a 38% to a 63% penetration share of the local market due in large part to the marketing plan, efforts put forth by the Workforce Center staff, and the quality of customer service given to employers and job seekers.

Several years ago Mesa County Workforce Center's Youth Council started an initiative to develop a **WorkKeys assessment plan** for the workforce, businesses, and work bound high school youth. As of the end of PY05, 2,877 youth and adults have taken at least one assessment and 1,412 have been awarded a WorkKeys Certificate. Of the 1,412 certificates, 303 have been awarded the Gold

Certificate, 776 received the Silver Certificate and 333 received the Bronze. As of end of July 2006, the MCWFC has 117 businesses that recognize the WorkKeys Certificate. In addition, the Mesa County Valley School District #51, in collaboration with the MCWFC, has developed a performance-based diploma using KeyTrain as one of the primary academic components and WorkKeys scores as benchmarks for progress. In program year 2005, the school district graduated its first "Key Performance Diploma" students.

NORTHWEST SUB-REGION

Regional Profile

The Northwest Region covers 13,826 square miles and consists of five counties: Grand, Jackson, Moffat, Rio Blanco, and Routt. The Colorado Department of Labor and Employment is the operator of the Workforce Center system in the Northwest Region. Full-service Workforce Centers are located in Granby, Steamboat Springs, Craig, Meeker and Rangely. While the labor needs of this region continue to be closely tied to the tourism industry, the growth of the Oil and Gas Industry in western Colorado is creating a large need for a new kind of workforce.

Partnerships

Co-location with Northwest

Community College: During PY05, the Colorado Northwest Community College welcomed the Rangely Workforce Center. The new president of Colorado Northwest Community College and the Chair of the Northwest Region Workforce Investment Board made a proposal to the Rangely Workforce Center to relocate to the campus. In addition,

CNCC's President presented a request to the college's Board of Trustees to fund a part-time position to staff the Workforce Center. This vital partnership has evolved during a time when a skilled local workforce is a growing critical need. By co-locating, the college and the Workforce Center can make referrals to each other which benefit the college, the workforce center, and the students/clients who are served by both organizations and the community at large.

Disability Navigators - Hurricane

Katrina: The Northwest Region's Disability Program Navigator was one of five Colorado DPN's who traveled to Mississippi to assist in the aftermath of Hurricane Katrina. They partnered with DPN's from Oklahoma and Wisconsin for two weeks in Gulfport and the surrounding areas. Their first priority was to find people with disabilities, assess their needs, and provide whatever help was possible. The DPN's worked to bring needed services together in one place with air-conditioning to serve clients as efficiently and comfortably as possible. The team was able to bring FEMA, UI, Red Cross, food stamps, Mississippi Community Action, Blue Roof, Mississippi Workforce Centers, a shoe store and Social Security together in order for people with disabilities to gain access to their services. They served 253 people that day, and the average wait time was only 30 minutes. The experience was rewarding and memorable for the DPN's and was clearly appreciated by the people they served.

Talent Development

All five Workforce Centers within the Northwest Region are full-service offices; customers have one point of

contact for all employment and training needs. Improvements in technology now allow job seekers to register for work on-line via Connecting Colorado at www.connectingcolorado.com.

Employers no longer have to call the workforce center to place a job order; instead, they are able to list their jobs online. Resource Centers have been improved with various assessments and professional skill-building software.

Economic Transformation

Economic Development Initiatives:

Power plants, mining, drilling for natural gas, oil shale extraction, and a myriad of businesses are supporting the effort to address the challenge of developing a skilled workforce. In addition, the Workforce Center is working with Economic Development partners, community colleges, town governments and other community agencies to develop relationships and collaborative efforts, which will allow us to pursue additional resources through various grant opportunities and industry resources. We are participating in the American Petroleum Institute's five-state coalition of industry, workforce professionals and both private and public educational entities to accomplish a broad scope of initiatives including: developing tools to better educate the public on careers in the energy industries; designing an interactive website which illustrates where jobs and training opportunities exist; and providing information to industry that details the services available through the workforce system.

Employer Relations Outreach

Hurricane Katrina: The Northwest Region's Disability Program Navigator was one of five Colorado DPN's who traveled to Mississippi and joined with Navigators from Oklahoma and Wisconsin to assist in the aftermath of Hurricane Katrina. Together they served 253 disabled individuals and provided one-stop access to FEMA, the Red Cross, food stamps, UI, workforce, Social Security, and community agencies.



Initiative: The transition to a demand-driven system continues to be a top priority in the Northwest Region. We have a structured, focused employer outreach program in which each staff member participates. The high-growth industries in this region are identified as oil, gas, mining and tourism. The industries are targeted through our employer outreach program to provide an initial on-site visit with the employer as well as follow up visits throughout the year. The need for skilled employees in these high-growth/high demand industries is growing rapidly. By identifying skills needed by these industries, the Workforce Center works with local partners to provide specialized training, job fairs and round tables to bridge the skills gap in our current workforce.

PUEBLO SUB-REGION



Regional Profile

Pueblo County is a single-county, single Workforce Center sub-region of the Rural Consortium. The Pueblo Region has an average unemployment rate of 6.14% compared to the State average of 4.64%. Although unemployment rates are high, the rate of unemployment in Pueblo dropped .9% in this program year. The median household income average continues to be lower than the State average due to the highest number of job openings being in retail sales and hospitality. These positions pay between minimum wage and \$9.00 hourly. Individuals with lower paying jobs often do not pursue training to

develop new skills because they do not possess the financial resources and time. New business in call center industries continues to locate to Pueblo, because of an availability of workers. As employers who are seeking other resources available in Pueblo, coupled with incentives from the city and economic development, come here, the Pueblo Workforce Center projects that more jobs and increased wages will occur and planned new industry will change the economy to the benefit of all who live in the community.



Pueblo Workforce Center

The Pueblo Workforce Center includes the Wagner Peyser programs, the Workforce Investment Act (WIA) programs, Veterans, UI referee, UI Tax auditors, along with several programs for individuals with disabilities, Senior Employment Program, and financial assistance programs. TANF, Employment First, and Child Care assistance programs were co-located but are now at a different location as of February 2006.

Relocation of the Workforce Center:

In February, 2006, the Pueblo Workforce Center moved to new office space in downtown Pueblo. Employment-related operations moved into street-level offices to better

serve the business and job-seeking public. Self-registration, as well as guided registrations in group settings, for employment services have been developed to enhance registration quality and reduce waiting times. Additionally, a new dedicated skills assessment center was established to evaluate the selected skill sets of job-seeking customers, as well as existing employees of local businesses, in their quest for promotional opportunities.

The WIA training programs at the Pueblo Workforce Center also moved to new office space on the fourth floor of the same building as the employment operations. A new combined computer lab and classroom was constructed to provide training in basic computer skills, resume and application preparation, and other employment readiness workshops. Additionally, work units that were previously fragmented due to space constraints at the previous building are now located together, resulting in improved communication and teamwork.

The Pueblo Workforce Center has continued to implement a local demand-driven workforce investment system. This system places the emphasis on the formation of strategic partnerships with business, education and other partners to better prepare and train the workforce for the jobs of the future, develop solutions for business, and ultimately foster economic development for the community. As part of the new business model, the Business Services Unit (BSU) was reorganized to deliver enhanced services focused on specific industry groups. This resulted in a 45% increase in the number of job orders processed by the BSU in 2005.

Partnerships

A major challenge has been developing strategies to assist workers with bridging the gap between the skills they possess and the skills that employers require. In the summer of 2005, an employer roundtable, including Pueblo Economic Development, Pueblo Chamber of Commerce, and Latino Chamber of Commerce, was co-sponsored to identify skill gaps in the workforce. Employers identified by industry, not only occupational skill gaps, but deficiencies in the work force related to work readiness. This partnership resulted in two efforts to address the skills gap problem.

Pueblo Community College

Initiative: The Pueblo Workforce Center took the lead in fostering partnerships with local business and the Pueblo Community College (PCC) to develop relevant occupational training programs. One example is in the area of manufacturing. PCC had offered a degree program in the manufacturing area and was considering dropping the program due to low enrollment and completion rates. The program curriculum was reviewed by a partnership of Workforce Center professionals, employers and College staff, who recommended a series of short term certificate programs with modified class room curriculum and the option of on-the-job training that is representative of employer needs. This model has been well received and is being used in other occupation areas where worker skills gaps have been identified.

Incumbent Worker Grant: A second successful project was the result of a partnership formed by the Pueblo Workforce Center, Pueblo Community College, and Rocky Mountain Steel Mill (RMSM). The Pueblo Workforce Center applied for and received an incumbent worker grant to replace intellectual capital hit hard by 200 retirements and further challenged by technical advances in steel production. RMSM is the third largest private employer in the community and employed 800 individuals at the time the grant was awarded. Seventy-nine incumbent workers have been enrolled in the grant thus far. The Workforce Center assisted RMSM in their recruitment effort resulting in 176 direct hires with fifty of these individuals receiving additional services under WIA because they did not have the financial resources to purchase tools and clothing required to go to work for RMSM.

Health Care Workforce Initiatives: The Pueblo Workforce Board has provided leadership in helping to identify intervention strategies to meet the Pueblo community employment needs in the health care industry. The Workforce Board has identified the recruitment and training of Health care workers as a primary goal, and a Pueblo Healthcare Workforce Initiative (HWI) group was formed to address this concern. The group consists of employers, education, workforce professionals, and community-based healthcare organizations. The Pueblo Workforce Center was able to secure two grants as a result of the HWI partnership.

Another successful healthcare initiative was to expose math and science educators to the many facets of

the healthcare profession so they can encourage youth to pursue careers in the healthcare field. Specifically, educational professionals from Southern Colorado area schools were given an intensive, two-day course at Colorado State University-Pueblo, Pueblo Community College, and Parkview Medical Center. Exposure to health-related subjects such as Dental Hygiene, Radiology Technology, Forensics, Occupational Therapy, Nursing, and others gave the education professionals the working knowledge necessary to take the curriculum back to their respective classrooms for student instruction.



Pueblo Workforce Center

Talent Development

The Pueblo Workforce Region registered 11,340 individuals in employment programs. Over 1,689 job orders were written and filled for employers. The job orders resulted in over 4,223 job openings filled by the workforce center. Over 39,372 staff assisted employment services were provided to job seekers through the Pueblo Workforce Center. The Workforce Investment Act programs assisted over 872 Individuals.

A continued shortage of **health care workers**, both locally and nationally, resulted in the ongoing recruitment of students in health sciences with the Pueblo Community College and the

Colorado State University-Pueblo. One hundred seventy-six WIA participants completed their training and are now licensed healthcare professionals in nursing, occupational therapy, radiological technology, medical office assistant, dental assistants, and Certified Nurse Assistants (CNA).

The **Workforce Investment Act Youth programs** developed special programs in health care, technology awareness, broadcast production, and electronics and robotics. Successful participation in the electronics and robotics classes results in four credits at Pueblo Community College. WIA Youth experienced a wide array of exposure to possible careers. They also experienced hands-on exposure to a wide range of skills utilized in the job situation. In addition the youth were required to attend a variety of training modules designed to develop their employability and increase their self efficacy.

In the September aftermath of **Hurricane Katrina**, the Pueblo Workforce Center assembled a cross-functional Wagner-Peyser and WIA team (SWAT team) to serve Katrina evacuees who had relocated to the Pueblo area. The SWAT team proactively recruited evacuees from homeless shelters, social services, and community events. Through their efforts, they built a network of agencies in the community that were invested in helping evacuees. In a 60-day period, the Pueblo Workforce Center and the network assisted forty-one evacuees in their efforts to find employment, with twenty of those needing intensive services provided under WIA. The BSU also set up an interview and employer expectations

workshop that included a discussion on regional differences and challenges in finding and keeping a job.

The Pueblo Workforce Center and **Pueblo Community College** formed a working group comprised of college faculty and workforce center representatives from WIA and Wagner-Peyser programs. In addition to focusing on training programs, gaps in the workforce, recruitment, retention, and operational efficiencies, the committee has successfully pursued licensing for the Pueblo Community College to use Job Link on their campus as a means to assist students with finding stop-gap employment while they attend school and permanent employment in their chosen occupation upon graduation.

WIA Adult Program Success Story: Barbara entered the WIA program to obtain assistance with pursuing her goal of becoming a Certified Nurse's Aid. She is a widow of a veteran and has a long-term employment goal of working in a Veterans hospital and/or nursing home. Because of circumstances in her life, she had no viable means of making a living wage. Through the WIA program she obtained tuition assistance, supportive services, and a compassionate case manager that were critical components to helping her complete her training, obtain employment, and achieve the self-confidence she needed to move forward with her life. Barbara recently wrote her case manager a letter thanking her for helping her get her life back on track. In her letter she wrote, "I'm getting my teeth fixed so that I can smile pretty again." Barbara's salary is above the median income level for her household size and, to her credit, is on the high-end

Success
Story - Barbara, a widow of a veteran, entered the WIA program to pursue her goal of becoming a Certified Nurse's Aid. With the aid of a compassionate case manager, tuition assistance, and supportive services, she completed training and started a CNA job above the median income level for her household size. Barbara wrote her case manager to thank her for getting her life back on track and allowing her to get her teeth fixed "so that I can smile pretty."



Success Story - Upon his release from prison at age 28, Jerome was referred to the Pueblo Workforce Center to find employment. He kicked his addiction to cocaine, stopped dealing drugs, and committed himself to changing his life. When asked what made the difference for him, he said "I removed the negatives in my life, and replaced them with positive influences." He then went on to say that his WIA case manager "was not just a paper pusher, she believed in me and took a personal interest in me."

of the average wage for CNA positions in Pueblo County.

Economic Transformation

Youth Council Initiatives: Two special projects that were undertaken by the Pueblo Youth Council exhibited leadership in the community. One initiative was to build a directory of youth resources for youth in a crisis situation or in need of resources for personal growth and career growth. A second initiative was the creation of a Career Center at the Keating Alternative High School. Through the Youth Council meetings, it was determined that the youth that attended the alternative high school program were struggling with career development. Staff from several youth agencies and the WIA youth team joined forces to identify space and resources to equip the Career Center.

Workforce Investment Board:

Additional examples of exceptional leadership were exhibited by the Pueblo Workforce Board. The Workforce Board formed a committee to explore sources of community data in order to make better business decisions for the sub-region. A second committee was formed to identify maturity issues in the workforce. This Committee has met with community leaders, gathered information, and is working with the Workforce Center to implement work readiness interventions. A third committee was formed to represent employer interests in the community and promote community interest regarding workforce issues.

Awards for Best Practices and

Continuous Improvement: The Pueblo Workforce center has been recognized with several financial awards for its

efforts in working towards a Continuous Improvement Management System. The Pueblo Workforce Center has submitted a Continuous Performance Excellence Plan for Baldrige High Plains recognition. In addition, the WIA program in Pueblo was recognized by the Colorado Department of Labor and Employment for Best Practices for file integrity and program execution. Additionally, the Pueblo program was used as a model for other workforce centers in Colorado in their own pursuit of WIA operational excellence.

WIA Adult Program Success Story:

Jerome was raised on the East Side of Pueblo where dealing drugs, burglarizing homes, and gang fights are a sure-fire way for young people to gain the respect of their peers. This is how Jerome lived his life until he was incarcerated for more than 3 years on an assault charge.

Upon his release at age 28, Jerome was referred to the Pueblo Workforce Center to find employment. He kicked his addiction to cocaine, stopped dealing drugs, and committed himself to changing his life. Jerome is now active in the community and is committed to helping youth avoid the same pitfalls that he succumbed to. Jerome gained recognition when his story was recently featured in the Pueblo newspaper. Jerome is in the third year of an apprenticeship program with the electricians' union. When asked what made the difference for him, he said "I removed the negatives in my life, and replaced them with positive influences." He then went on to say that his WIA case manager "was not just a paper pusher, she believed in me and took a personal interest in me."



RURAL RESORT SUB-REGION

Regional Profile

The Rural Resort Region consists of five counties: Lake, Summit, Eagle, Pitkin, and Garfield. The Colorado Department of Labor and Employment is the operator of the Workforce Center system in the Rural Resort Region. Full-service offices are located in Leadville, Frisco, Edwards, Glenwood Springs and Rifle. While the labor needs of this region continue to be closely tied to the tourism industry, the growth of the Oil and Gas Industry in western Colorado is creating a large need for a new kind of workforce. Our staff is our greatest resource. Equipped with the newest technology and years of professional experience, they provide guidance to the Workforce Center clients. In addition to our highly skilled staff, we have a wide array of technical resources available to our clients. One such resource is Connecting Colorado which is our online registration system. We have started directing clients to take advantage of Connecting Colorado's multiple benefits. Clients have more control over their job search; staff members have more time to work one-on-one with clients needing more intensive services.

Partnerships

In our continuous effort to bridge the geographical gap between the offices in our region, we implemented web-based meetings. These meetings allow us to share documents, talk to each other over the internet and even see each other with the use of small cameras. This technology has enhanced our communications and saved us money by reducing the number of conference calls held

throughout the region. Local partnerships with Chambers of Commerce, Economic Development groups and Colorado Mountain College have enabled us to share resources to provide workshops, roundtables and job fairs to the community. These special projects continue to be a valuable service to the local employers who often do not have vast resources for recruiting and training employees. This year's events included workshops on Employee Retention and Customer Service, and roundtables throughout the region covering Labor Laws.

Talent Development

The DOOR Program: The Rural Resort Region received a discretionary grant to fund the start up of an innovative high school diploma program in Lake County. The program focuses on students who have dropped out of school, but still want the opportunity to earn a high school diploma. The program is unlike traditional high school programs in that it is competency based and self-paced. Such a format allows for far more flexibility for working teens, teen moms and other high-risk students. The program enrolled fourteen youth in its first year and proved very successful for these students. The successes of this project include a number of partnerships which address the needs of the dropout students in Lake County. The partnership between Mountain BOCES and CMC will ensure the continuation and sustainability of the DOOR Program; the partnerships with local businesses have given DOOR students the opportunity to gain valuable employment skills; and the partnerships with Even Start, Lake County School District and the

The DOOR Program is unlike traditional high school programs in that it is competency based and self-paced. Such a format allows for far more flexibility for working teens, teen moms and other high-risk students.



Workforce Center will provide the participating teen moms a more comprehensive and practical school program. These partnerships are the foundation of the DOOR Program and will benefit our students, local organizations, and employers, as well as the community at large.

Economic Transformation

This year, we formed a committee made up of staff in the Rural Resort and Northwest Workforce Regions to address economic growth in this region spurred by several new energy industry projects, as well as ongoing mining activity in the region. This committee is tasked with identifying new employers in the region, learning about their specific workforce needs, and then sharing this information with potential employees and helping to coordinate training opportunities. The need for this skilled workforce is growing and our role is vital to meeting the workforce demand.

SOUTH CENTRAL SUB-REGION

Regional Profile

The South Central Region continues to provide services throughout its 14,558-square-mile area encompassing eight counties: Alamosa, Conejos, Costilla, Huerfano, Las Animas, Mineral, Rio Grande and Saguache. The San Luis Valley Region is considered one of the largest high desert valleys in the world at an average elevation of over 7,500 feet.

The economy in the South Central region is driven primarily by agriculture. The region’s labor force focuses on the education and health services industry, which employs more people than any other industry. The main crops in the region are potatoes, alfalfa, wheat and barley. Of Colorado produce, the San Luis Valley harvests 92% of potatoes, 81% spring wheat and 73% of barley. It is considered one of the top five potato producing areas in the United States. South Central Job Vacancy Survey lists its 2005 unemployment rate at 5%, compared to the state’s average of 5.3%.

The Workforce System: The clients served in the system in PY05 had the following characteristics:

South Central Clients Served PY05

Program	Number Served	% Female	% Receiving Public Assistance	% Entered Employment
Wagner-Peyser - ES	11,592	47%	Unknown	51.88%
Veterans Program	605	8%	Unknown	58.86%
WIA - Adults	279	62%	12%	91.72%
WIA - Dislocated Workers	41	46%	2%	86.36%
WIA - Older Youth (19-21)	63	73%	6%	88.57%
WIA - Younger Youth (14-18)	211	61%	7%	N/A



Partnerships

The South Central region provides office space for the Adult Basic Education Services representatives from Southern Colorado Educational Opportunity Center and Trinidad State Junior College (TSJC) on a part time basis. This joint collaboration serves Workforce Center customers requiring a GED or educational enhancement by maximizing services at the local workforce centers.

The Trinidad and Alamosa WFC and Trinidad State Junior College collaborated in a program that was designed to identify, educate, train and employ those who are most in need through a grant called **Project Move-up**. The target group for this project may have previously been ignored because they are the hardest to serve and the least likely to be able to be counted as successes in the overall employment picture. The clients for this program will come from three primary groups:

- Individuals who have not completed high school,
- Individuals who have completed high school but do not have a basic skills level of at least 11th grade
- Individuals who have graduated from high school and are ready to go into training programs

In addition, the Colorado Department of Vocational Rehabilitation also has a representative at the Trinidad Workforce Center two times per week to provide much needed resources to job seekers with disabilities.

Another unique partnership in South Central is between the Trinidad Workforce Center and the Department of Transportation. This partnership was formed to recruit a large qualified workforce needed to complete the I-25 construction project in Trinidad. The workforce center provided a room for interviewing and employment applications and schedules interviews.

Talent Development

During 2005, the sub-region participated in the following marketing events and activities:

- Santa Fe Trail Festival held in June
- Job Fair held in July at the Trinidad WFC for Safeway; six people were hired as a result
- Department of Transportation symposium
- Summer Youth Banquet held in August
- Numerous Chamber of Commerce events
- Economic Development has a board membership.
- Presentations were given to area high schools and colleges in the San Luis Valley
- With discretionary funds from the Youth Transition Grant, and in close collaboration with San Luis Valley educational institutions, BOCES, and workforce centers, several training opportunities came together for youth with disabilities.
- South Central Region Veterans program was awarded a grant



by the Colorado Dept of Military Affairs made possible through the Colorado Veteran Trust Fund. This grant will be used to assist the veterans job seekers with supportive services. The grant allows expansion of the limited resources in this small 8-county rural sub-region.

Economic Transformation

- The Trinidad Workforce Center, in conjunction with the Governor’s Summer Job Hunt, WIA, and a partnership with the Trinidad Chronicle News, recognized local youth nominated by employers as outstanding employees. The Chronicle News published feature articles about the youth. The summer youth season culminated in August with an awards banquet honoring both employers and youth.
- Two Trinidad staff members received an award from the Rocky Mountain Workforce Development Association in April 2006 for Commitment to Excellence

SOUTHEAST SUB-REGION

Regional Profile

Southeast, a region with a large agricultural presence, borders New Mexico, Oklahoma and Kansas, and includes Baca, Bent, Crowley and Prowers Counties. The population is concentrated in two counties, Prowers and Otero. Southeast’s Job Vacancy Survey lists its 2005 unemployment rate at 6.2%, compared to the state’s average of 5.3%.

The economy of the Southeast region is driven primarily by agriculture and tourism. The region’s labor force focuses on the education and health services industry, which employs more people than any other industry. Leisure and hospitality showed the highest number of vacancies followed by trade, transportation, utilities and other services which include construction and manufacturing.

The Workforce System: The clients served in the system in PY05 had the following characteristics:

Southeast Clients Served PY05

Program	Number Served	Number of Vets applicants enrolled	Non-Vet Applicants Enrolled	# with Disability
Wagner-Peyser - ES	6431	217	6214	34
Veterans Program	367	8	N/A	7
WIA - Adults	97	8	89	n/a
WIA - Dislocated Workers	50	50	n/a	n/a
WIA - Older Youth	16	0	n/a	n/a
WIA - Younger Youth	58	0	n/a	n/a



Partnerships

Southeast has experienced several significant layoffs and business closures including Bay Valley, Neoplan, and other smaller businesses. The total number of layoffs for the region exceeded 500 jobs. The most critical workforce challenge in the Southeast Region is the shortage of entry level jobs needed to fill the gap created by the closures. The other challenge is finding workers who meet the minimum requirements to fill the positions that are available in the area. The Southeast Workforce Centers took the lead in meeting the second challenge by conducting a series of Rapid Response workshops to provide information over a broad range of issues including filing for Unemployment Insurance, training opportunities and other supportive services. Workshop partners included the Prowers County Department of Social Services, Lamar Community College and Rocky Mountain SER, as well as the local BOCES.

Local Workforce Centers administer the following programs: Migrant Seasonal Farm Worker services, Wagner Peyser, Veteran programs, Social Services in La Junta and Job Corps in all offices on an itinerant basis. All other Workforce Partners provide services at their own locations as specified in the Southeast Board's Memoranda of Understanding.

Talent Development

During 2005, the region participated in the following marketing events and activities:

- Girls In the Middle Outreach, April 2, 2005 in La Junta

- Lamar Middle School, 3rd Annual Gear Up Career Fair, April 29, 2005
- Baca County WFC Satellite Office Customer Appreciation, May 3, 2005
- Kiowa County WFC Satellite Office Customer Appreciation, May 11, 2005
- Employer Business Expo, May 24, 2005 in La Junta
- Agricultural Grower Breakfast, June 15, 2005
- Migrant Seasonal Farm Worker Appreciation Picnic, August 21, 2005
- Arkansas Valley Fair Parade and Fair Booth, August 26, 2005
- La Junta/Rocky Ford Football Games "Supporting Youth", Sept 9/16, 2005
- Lamar/Rocky Ford Customer Appreciation, September 20/23, 2005
- La Junta High School "Back to School" night, October 27, 2005
- Boy's & Girls Club of Rocky Ford, Youth Visit, November 2, 2005
- Lamar/Rocky Ford Veteran's Appreciation, November 9/10, 2005, May 11, 2006
- Rocky Ford High School, Mock Interviewing, December 6 and 12, 2005
- Rocky Ford Rotary Presentation, January 17, 2006



- Bay Valley Foods / Closure Response Job Fair, January, 2006 & February 1, 2006
- Lamar Community College Sponsored Job Fair, March 7, 2006
- Adult Job Skills Workshop in La Junta, March 30, 2006
- Rapid Response Workshops Completed (Apr05-Jun06) – 15
- Veteran Job Skills Workshops Completed (Apr05-Jun06) – 21
- Summer Youth Job Skills Workshops Completed (Mar 06-May06) - 11

Economic Transformation

- Colorado Veteran Spot Awards were awarded to the entire Southeast Staff for providing exceptional services to the veteran population.
- The Southeast Colorado Workforce Center received the Public Employment Service Award for the year of 2005 – 2006, which was awarded on June 8, 2006 at the Department of Colorado Veterans of Foreign Wars Convention.

SOUTHWEST SUB-REGION

Regional Profile

The Southwest Workforce Region is made up of 5 counties and 11 communities, two of which are on the Southern Ute and Mountain Ute reservations, and all together make up 6.3% of the land area in the state. The population in the region grew at a rate of 36% from 1990 to 2000, and 5.6% between 2000 and 2004, when the total population was estimated at 85,875. Much of this growth can be attributed to what is being termed “amenity

migration”, i.e., newcomers moving in to take advantage of the area’s unique natural beauty & quality of life. Many of these newcomers are retirees or 2nd homeowners who bring with them their retirement incomes, which affects the local economy as it is spent on new homes, goods and services. This is particularly true in Archuleta County. The region boasts a wide range of geographical vistas typical of the Four Corners area, as well as Mesa Verde, an international tourist destination.

Construction and oil & gas extraction continue to be the strongest growth industries in the region. The largest portions of the workforce are within the trade & transportation services, construction & natural resource development, leisure & hospitality and education & health services occupational areas. Natural gas extraction continues to boom, with the recently approved downsizing of the allowable density for wells. The region’s historic major industries of mining, agriculture and forestry now provide only about 3% of the region’s employment earnings, though a higher percent in Dolores and Montezuma Counties. Small businesses still make up over 90% of the employers in the region, with most found in the service sector, which continues to make up between 10% and 20% of the jobs. The number of job vacancies has doubled from a year ago with the most job vacancies occurring in the leisure and hospitality sectors, which have historically paid among the lowest wages. There is little evidence that wages have significantly increased within the region, while housing costs continue to rise, making it consistently harder for new entries to the labor pool to live close to their place of



employment. Due to the proximity of Montezuma and La Plata Counties to the other Four Corners states, especially New Mexico (including the Navajo Nation), the state border is “porous” to some extent for both clients and services.

The labor pool has grown slightly in the past year within the region, with variations across counties (Archuleta 7%, Dolores .5%, La Plata 4%, Montezuma 3% and San Juan 6%). Population growth as a whole tracks closely with growth in the labor pool, with the exception of Archuleta County, where growth as a whole is

over twice that of the labor pool, due to much of the in-migration being retirees. Little appears to have changed in terms of demographics of the labor pool, but some employers report deficits in technological training in the region’s workforce. Most employers who have primarily low wage positions complain of workers’ lack of employability skills in the portion of the labor pool from which they draw.¹

The Workforce System: The clients served in the system in PY05 had the following characteristics:

Southwest Clients Served PY05

Program	Number Served	% of Vet applicants enrolled	% of Non-Vet applicants enrolled	% with disability
Wagner-Peyser - ES	5790	8.81%	91.19% non-vets	34%
Veterans Program	510	100%	N/A	8.8%
WIA - Adults	107	83.33%	75.29%	12%
WIA - Dislocated Workers	37	100%	73.08%	0%
WIA - Older Youth	14	0% (no vets)	58.33%	0%
WIA - Younger Youth	26	0% (no vets)	73.33%	50%

Southwest Demographic Breakout PY05

Program	Female	non-Anglo	% on Public Assistance	Low income	Entered Employment
Wagner-Peyser - ES	46%	37%	N/A	N/A	58.63%
Veterans Program	10%	20%	N/A	N/A	62.23%
WIA - Adults	75%	30%	38%	49%	90.70%
WIA - Dislocated Workers	72%	7%	10%	31%	91.18%
WIA - Older Youth	86%	57%	50%	100%	83.33%
WIA - Younger Youth	46%	33%	38%	100%	N/A

¹Data sources: CDLE LMI, CO DOLA, OES, US Census Bureau, Region 9 Economic Development District, SW Colorado SBDC, Durango Herald.



Collaboration between the Wagner-Peyser and WIA programs is at an all time high, making the centers more user-friendly for both employers and job seekers.

Service delivery has undergone a significant transformation during the 3rd and 4th quarters of PY05, with change in leadership and a renewed commitment to seamless service delivery in each of the three workforce centers in the region. Collaboration between the Wagner-Peyser and WIA programs is at an all time high, making the centers more user-friendly for both employers and job seekers. Two successful special projects were completed in PY05 that were based on close partnerships between the workforce system and its partners, including the Fire Careers Training Program in partnership with the SW Conservation Corps, and a hospitality industry training project guided by Durango Adult Basic Ed.

In an effort to move toward a demand-driven system, the region successfully proposed two discretionary projects that reflect a direct response to employer needs. One of these is concentrating on the needs of small businesses that are struggling to stabilize and preserve their employee base. The other is introducing testing and assessment products to assist employers in evaluating candidates for open positions. Services continue to guide job seekers toward employment and training in the high demand industries of the region, such as oil and gas extraction, health care and hospitality, along with high demand auxiliary services such as truck driving.

Partnerships

The primary challenge faced in the region continues to be living wage employment for job seekers, coupled with a high cost of housing. WIA services continue to partner with the

San Juan Technical College in Montezuma County, to provide training in health care, mechanics and CDL. A partnership with the Regional Energy Training Center in Farmington, NM has allowed several WIA clients to be trained in a number of occupations related to the high-paying oil and gas industries so prevalent in La Plata County and northern New Mexico. The San Juan College in Farmington, NM is another health care training partner with WIA.

Discretionary grant projects in the SW Region have addressed a wide variety of needs.

- **Fire Careers Training Program:** A partnership with the SW Conservation Corps (SCC) continued for the second year of this “Best Practice” awarded project, which prepared young adults for careers in the wild land fire mitigation and recovery fields. This project was developed in response to the emerging fire abatement industry that followed the forest fires in La Plata County in 2002.
- **START Hospitality Training:** A partnership led by the ABE programs in the SW Region through an incentive grant provided entry-level training in three modules for the hospitality industry. This project also included support funds for trainees in the local CDL and oil and gas training programs.
- **Community Corps:** In partnership with the SCC, a summer Community Corps

project was brought to four communities in the region (Cortez, Durango, Ignacio and Pagosa Springs), and provided 14-and-15-year-old youth with work experience on crews conducting projects for municipal parks & recreation departments.

- **WorkKeys/QWIZ project:**
In response to the SW WIB's request, this project was conceived to bring value-added employer services to the workforce system in the region.
- **SmallBizWorks:**
In partnership with the Southwestern Colorado Small Business Development Center (SBDC) and Region 9 Economic Development, SmallBizWorks is providing intensive lay off aversion services to small businesses in need of assistance to stabilize and grow, thus preserving jobs.
- **Offender Services project:**
In partnership with the ABE program and the Probation Office in Montezuma County, this project is providing adult education support services to parolees and probationers in the county who face employment challenges due to limited academic proficiency and workplace aptitude to assist them in meeting their requirement to work.

Talent Development:

The number of special projects described above, in addition to the employment and training services of the workforce centers, has given the SW Region an advantage in responding to a variety of issues and

demands of the labor market.

Economic Transformation

The Southwest Region's workforce staff, WIB and Youth Council demonstrated creativity and strong effort in PY05, identifying areas of need and working together to access resources to address those needs.

Workforce Investment Board:

- Continued active involvement with resource development through its Proposal Review Committee
- Took the lead with Region 9 Economic Development and the Small Business Development Center to create and implement the SmallBizWorks project, assisting small businesses in becoming sustainable and growth-oriented and in preserving jobs
- Identified assessments and testing as an employer need and worked with staff to develop and implement the WorkKeys/QWIZ project

Youth Council:

- Developed and implemented the Community Corps project to address the work experience needs of 14 and 15 year olds
- Continued to strategize on meeting youth offender employment needs, eg. research and study of Youth Biz and Juma Ventures models for youth operated business projects

Recognitions:

- Best Practice award from CDLE for Fire Careers Training Program
- Best Practice award from state Youth Forum for Fire Careers Training Program

Took the lead with Region 9 Economic Development and the Small Business Development Center to create and implement the SmallBizWorks project, assisting small businesses in becoming sustainable and growth-oriented and in preserving jobs



The Canon City and the Salida Workforce Centers partnered with Pueblo Community College (PCC) and Colorado Mountain College (CMC), to host job fairs in their communities.

UPPER ARKANSAS SUB-REGION

Regional Profile

The Upper Arkansas Region covers the counties of Fremont, Chaffee, Custer and Park. The Workforce Center system for the Upper Arkansas Region is operated by the Colorado Department of Labor and Employment. The Upper Arkansas Area Council of Governments (UAACOG) is the subcontractor for WIA training and Welfare to Work services. The Canon City and Salida offices are full service offices with full time hours. Satellite offices have been established in Buena Vista and Fairplay. Staff coverage is provided on a weekly basis to the Buena Vista office. The Fairplay office has a Resource Center with PC access to the internet for self registrations and referrals. While the Upper Arkansas Region continues to rely on tourism throughout all four counties, the region is realizing a more stable year round economy with the addition of larger chains such as Home Depot, Hastings and Chili's.

Partnerships

The Canon City office relocated to a brand new facility built by the Upper Arkansas Area Council of Governments, who is the WIA subcontractor for this region. The co-location is a tremendous benefit to both organizations, and also makes a variety of services more readily available to clients served by both organizations.

The Upper Arkansas Workforce Region was involved in a number of community events this year. The Canon City and Salida Workforce Centers sponsored events such as the Salida Aspen Concert Series, Buena

Vista's Gold Days Burro Race; and Penrose Apple Days. The Workforce Centers participated with in-kind donations including staff members who volunteered at several events.

Additionally, the Canon City Workforce Center and the Salida Workforce Center partnered with Pueblo Community College (PCC) and Colorado Mountain College (CMC), respectively, to host job fairs in their communities. This was the first time job fairs were held on college campuses and they proved very successful results. The Fremont County Job Fair was held at PCC Fremont Campus on Saturday, April 08, 2006. We had 465 job seekers and 36 employers. The Chaffee County Job Fair was held at CMC in Buena Vista. This was a great location: a beautiful building with its own art gallery. There were 16 employers and 55 job seekers. The staff in the Salida office worked very hard on these events and received excellent cooperation from their community college counterparts.

Talent Development

The Workforce Investment Act program has a new Program Manager who provides guidance for the Upper Arkansas, Rural Resort and Northwest Regions. New local WIA Policies have been implemented that are standard across the three regions. Staff members meet regularly with the Program Manager and each other in "staffing" sessions to discuss program best practices. In addition, a new quality control process has been implemented which includes a peer review used as a coaching opportunity and a Program Manager review which evaluates performance.

Economic Transformation

Our Employer Relations Program focuses on providing services to targeted employers in our regions, and allows our staff to advance their knowledge in matters relating to the economic health of our region. Leadership is provided by the Employer Relations Program Manager who supports staff in achieving their Employer Relations production goals, improving effectiveness of time spent on Employer Relations and aiding with the identification of local skill gaps and the forecasting of regional employment trends. The support and guidance provided in this program helps to ensure focused and meaningful interactions with employers throughout the region.

The Workforce Centers are a valuable resource to the community and play a key role in the economic health and growth of the region. In order to reach clients, we continually market our services. This year four TV commercials were produced and purchased through funding provided by a grant from the Office of Workforce Development. The commercials were geared toward youth, veterans and employers. The “stars” of the commercials included clients of the workforce center and our Workforce Investment Board Co-Chair, a local employer. The commercials are now owned by the Department and can be utilized throughout the state

WESTERN SUB-REGION

Regional Profile

The region is comprised of historic resort communities, world-recognized ski areas, and high producing mining

and agricultural areas. The Western Region is made up of the six counties of Delta, Gunnison, Hinsdale, Montrose, San Miguel and Ouray. The Western Region Workforce system consists of 3 full service centers located in Montrose, Delta, and Gunnison with a satellite office in Telluride. This region encompasses 9,569 square miles in the southwest part of Colorado and has an estimated population of 93,440 people.

Each Workforce Center offers comprehensive employment and training services to both employers and job-seekers. The workforce centers work in collaboration with community and partnering agencies to serve the needs of employers, adults, and young people. Customers can access workforce center services including local, regional and nation job listings through the internet, by phone, or by coming into the centers. Western Workforce Centers offer universal access to “core” services and intensive and training services to those individuals who need additional help finding a job or to upgrade skills for better employment.

The Western Region population increased 1.8 % in 2004 which was higher than the statewide average of 1.4%. Montrose County, the largest county in the region, accounted for 39.5% of the total region’s population. Montrose County was the fastest growing area in 2003 with a population growth of 1.9 %. The Delta County population increased 1.6%, while Gunnison and Hinsdale Counties lost population from 2002 to 2003. The population of Ouray County increased 1.3% while San Miguel grew at a .5% rate.

Tourism, agriculture, and coal production are among the most important driving forces in the overall economy. According to the Colorado Department of Labor and Employment's Winter 2004 Job Vacancy Survey, the labor force in the Western and Southwest region grew at an average rate of 2% from 1998 to 2004. Despite the increase in the number of people in the Western and Southwest labor force, the unemployment rate dropped from 6.9% to 5.7% for the same period.

The seasonal nature of the Western Regional economy is evidenced by the increase in employment levels and labor force which historically peaks in the middle of the summer and declines before bottoming out in early winter.

Partnerships

The Western Colorado Workforce Centers continue to work on establishing relationships with local partnering agencies. Colorado Department of Labor and Employment is the operator and administrating agency for the Western Region and partners with The Training Advantage and Rocky Mountain SER to deliver Workforce Investment Act (WIA) Youth and Migrant Worker Job

Training programs. These agencies are community based and are co-located in the Montrose and Delta Workforce Centers. The relationship between agencies has been very beneficial and has resulted in improved services for customers. Additional partners co-located in the workforce centers include Colorado Vocational Rehabilitation and Montrose School District's SWAP Program.

Service delivery in the region is focused on meeting the employment and training needs of both job-seekers and employers. The Western Region Workforce Centers experienced a significant increase in the number of job orders during the last program year. While there have been more jobs listed at the centers, the number of job-seekers has declined in each center primarily due to the availability of employment in the region. Employers are starting to experience difficulty in filling their job openings. The Western Region Workforce Centers have started working with area employers to recruit and screen applicants utilizing web-based resources and in-house assessments like Quiz and WorkKeys.

Western Clients Served PY05

Program 2005	% Female	% Non- Angelo	% Low income
Wagner-Peyser - ES	46%	19%	7%
Veterans Program	758	100%	n/a
WIA - Adults	131	40%	33.30%
WIA - Dislocated Workers	44	33%	53%
WIA - Older Youth (19-21)	31	n/a	53.30%
WIA - Younger Youth (14-18)	39	n/a	53.30%



Talent Development

The Western Region's Discretionary Grant project for Teen Mothers and Dads targeted 'at risk' populations in two of the local charter schools. The purpose of the grant was to assist students in achieving educational and employment success through a discovery process including:

- Career exploration and Key Train remediation
- Work Keys skills levels specific to career focus
- Work Readiness skills training
- 80 hr. internship in an occupational field of their interest
- Journaling and presentation at end of learning

Through the program 79% of all who participated in the Career Quest class completed their coursework successfully.

Economic Transformation

The Western Sub-Region was awarded the Colorado Performance Excellence (CPEX) High Plains Award for Continuous Improvement. The CPEX is a statewide non-profit dedicated to creating a culture of excellence through continuous improvement utilizing the Baldrige program principles.



RURAL COLORADO WORKFORCE


Job Seeker Info Employer Info Unemployment Info Training/Education

Register For Work Register A Job Generic Application

CO Dept of Labor U.S. Dept of Labor

NEW! PY 2005 & PY 2006 WIA and Wagner Peyser Two Year Plan

Resource Guide Do you have questions about employment laws? If you need answers, you'll find them here.



[Take a virtual tour of a Colorado Workforce Center](#)
[Unemployment Insurance Information](#)

Select the Rural Workforce Center of your Choice for Local Information & Job Postings

Alamosa	Limon
Burlington	Meeker
Broomfield	Monte Vista
Canon City	Montrose
Cortez	Pagosa Springs
Craig	Pueblo
Delta	Rangely
Durango	Rifle
Edwards	Rocky Ford
Elizabeth	Salida
Fort Morgan	Steamboat Springs
Frisco	Sterling
Glenwood Springs	Telluride
Graubly	Trinidad
Gunnison	Walsenburg
Grand Junction	Yuma

Jefferson County has experienced an explosion in energy employment in the last five years, making it home to one-third of the energy-related workforce in the Denver metro area.



Jefferson County Workforce Center

REGIONAL PROFILE

Jefferson County (Jeffco) is one of Colorado's most populous counties, located just minutes from downtown Denver; it is the gateway to the Rocky Mountains. Situated on the western edge of metropolitan Denver, the Jefferson County Workforce Center (JCWC), formerly Tri-County Workforce Center, serves a diverse and unique workforce ranging from urban and rural municipalities to thriving mountain communities. Jefferson County, the largest of the three counties with a population of 526,351, has enjoyed exciting growth in industry in the past year. The gaming industry with supporting businesses continues to grow in Gilpin County, although the population has only slightly increased to 4,932. Likewise, Clear Creek County is experiencing business development with their population remaining fairly stable at 9,197.

Jefferson County

Jefferson County is one of the primary population centers in the State giving businesses the advantage of a large and highly skilled workforce. Jeffco houses a number of prominent bioscience companies and suppliers, three of which are on the County's top ten employers list: Gambro, COBE Cardiovascular, and Coors Tek. Gambro is adding 300 new jobs to its Lakewood operations within the next year. Lockheed Martin Corporation, Jefferson County's third largest employer, has a large presence in

southern Jefferson County. In May 2005, Lockheed Martin and the Boeing Company agreed to create a new company called the United Launch Alliance that will provide the government with two different rockets for launching satellites into space. This new company could potentially bring 1,000 new workers to Jefferson County. In addition, Lockheed Martin has submitted a bid for the Crew Exploration Vehicle (CEV) project with NASA that could bring 250 new engineering jobs to Jefferson County.



Jefferson County has also experienced an explosion in energy employment in the last five years, making it home to one-third of the energy-related workforce in the Denver metro area. With industry leaders like the National Renewable Energy Laboratory (NREL), the Colorado Energy Research Institute (CERI), the Colorado Fuel Cell Center, and the Colorado School of Mines, Jefferson County is leading the way in developing renewable energy technologies such as solar, wind, and biomass.

Clear Creek County

The Henderson Mine in Empire could be the site of the Deep Underground Science and Engineering Laboratory to be funded by the National Science Foundation. Henderson is one of two finalists for the lab, as the depth and



length of the mine provide a perfect setting for scientists to study without the interference of cosmic rays. Geoscientists would observe rocks and fluids and engineers would be able to develop technology to efficiently and safely produce deep tunnels and caverns to store fuels and wastes and possibly gather greenhouse gasses. Peggy Stokstad, Director of Economic Development for Clear Creek County and a member of the Tri-County Workforce Board, says that the new laboratory could bring an estimated 200 scientists to the area. The financial benefit to the state from this project would be more than \$300 million.

Gilpin County

Ameristar Casino is in the process of building a 32-story hotel. Other casinos have added hotels to their properties as well. Tri-County Workforce Board member Bob Masslich says that the County and community leaders believe that Gilpin County is a prime area to become a destination resort, which would be a complete change from its current design and generate hundreds of new jobs.

PARTNERSHIPS

Jefferson County Workforce Center has worked diligently to strengthen the economic development of the community through its strategic planning and identification of the best practices in use throughout the United States. The Workforce Board has embarked on an aggressive course to better apply technology for serving individuals and businesses, to find new revenue streams to support the Center's services, and to better address the needs of employers in finding the right workforce talent to

help their businesses grow. This is being accomplished by expanding partnerships with other organizations, major employers, and educational institutions. The ultimate benefit of these efforts is to keep the community economically competitive with any place in the world.

Exemplary Initiative: Process Technology

The Process Technology Program at Red Rocks Community College (RRCC) is training students to monitor and control mechanical, physical, and/or chemical changes through many processes to produce a final product made from raw materials. Jefferson County Workforce Center sought and received on behalf of RRCC, a grant of \$389,000 to support the development of this program. This program has gained the attention of state and federal officials and has the capability of expanding to more than 400 student enrollments annually. This is an industry-driven program that has received matching dollars from local Jefferson County companies and national companies as well. In addition, industry partners have also developed capstone assessments and pre-graduate workplace internships to ensure students are meeting employer expectations prior to graduation.



An additional feature of the program is an effort to increase the enrollment of high school students in process technology science courses in the college's three partner K-12 districts. In the spring of 2006, 35 seniors from



The participating industries share similar concerns with the shortage of workers adequately prepared for employment as process operators and multi-craft technicians, reporting that more than 40% of their workforce is within retirement age within the next five years.

Alameda High School and 16 seniors from Jefferson High School completed the process technology program. Enrollment estimates for the Fall of 2006 are expected to exceed 50 students from these two schools.

Rockies Alliance For Process Technology

Joining Colorado's employers in the oil and gas industry, the Rockies Alliance for Process Technology (RAPT) was formed to identify skill standards and develop a comprehensive training program known as the Industrial Science and Operations Program housed at RRCC. Employer partners involved in RAPT include BP America, Suncor Energy USA, Metro Water Reclamation District, Xcel Energy, Platte River Power, Molson Coors, Nestle Purina, Tri-State, and several regional workforce centers including JCWC. The participating industries share similar concerns with the shortage of workers adequately prepared for employment as process operators and multi-craft technicians, reporting that more than 40% of their workforce is within retirement age within the next five years. Suncor USA and BP donated a total of \$30,000 for scholarships to the program.

Coors Brewing Company - Incumbent Worker Training

Through WIA 25% Enhanced Dislocated Worker funds and WIA 10% Adult funds, JCWC formed a partnership with Coors Brewing Company and RRCC in the creation of several process technology courses. The Multi-Craft Technician course provides technicians with the ability to identify and resolve both mechanical and electrical problems. Coors Brewing Company enrolled 18 electricians and mechanics as the pilot

cohort team in the new Industrial Maintenance Multi-Craft program. This team serves as students, co-curriculum developers, and provides advising for the new program. All 18 employees were given raises of two dollars per hour upon completion of the training.

Casino Partnerships

One of the key partnerships forged this year for JCWC's Mountain Centers (Gilpin and Clear Creek County Workforce Centers) has been with the Fortune Valley Casino. Greg Whitlock, Recruiter in Fortune Valley's Human Resources Department, has worked closely with the Gilpin Center and served as a key player in the success of the Casino Job Fair we produced on May 9, 2005 at the Jefferson County Fairgrounds. Greg helped us in approaching other Black Hawk and Central City casinos to share in the costs of marketing our efforts. Fortune Valley was also one of the generous casino donors of refreshments for the Casino Job Fair. The Casino Job Fair was praised by the staff of the 14 casinos, 3 related businesses, and Red Rocks Community College who participated.



Greg Whitlock, Fortune Valley Casino recruiter, who hired 18 workers from the Casino Job Fair

WIA Performance PY05

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	107%	Entered Employment	101%
Employment/Credential	86%	Employment/Credential	81%
6 Month Retention	95%	6 Month Retention	88%
6 Month Earnings Change	126%	6 Month Earnings Change	122%

OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	104%	Diploma	134%
Employment/Credential	102%	Skill Attainment	107%
6 Month Retention	97%	6 Month Retention	101%
6 Month Earnings Change	91%		

CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Employers	95%
Satisfaction - Job Seekers	101%

TALENT DEVELOPMENT

Jefferson County Workforce Center

Jefferson County Workforce Center continues to target a universal population of job seekers as well as stress the needs of specific targeted populations including veterans, both short and long-term unemployed workers, those who are under-employed, job seekers with criminal backgrounds, and job seekers with disabilities. The Center served nearly 30,000 job seekers in the last year, a significant increase from 24,439 in 2004. Additionally, the Center helped nearly 12,000 job seekers find employment and referred more than 3,000 veterans to employment opportunities within the past year. To better serve the Center's customers, four staff members received their Global Career Development Facilitation Certifications (GCDF) in PY05. This brings the total number of GCDF's at JCWC to seventeen.

Clear Creek And Gilpin County Workforce Centers

The Mountain Centers saw a 44% increase in job seeker registrations, from 441 in PY04 to 637 in PY05. Sixty-one percent of the job seekers

entered employment, while 75% retained employment after 6 months. In addition, job postings increased by 25%, from 896 to 1,120. The Mountain Centers promoted and hosted several job fairs and hiring events for local employers including Phelps Dodge Mining Company, Breeze Ski Rentals and Echo Mountain Park. We became members of the Chamber & Tourism Bureau of Clear Creek County which continues to be key in networking with local businesses.

Exempla Incumbent Worker RN Project

A WIA 25% incumbent worker grant funded an innovative solution to the critical nursing shortage in the area. Now in its second year, the grant continued the already successful partnership between Exempla Lutheran Medical Center, the fourth largest employer in Jefferson County and the only hospital in the Tri-County region. Relieving the critical need for clinical training sites and faculty, this project benefits all involved by training registered nurses to become clinical scholars. Ultimately, this program builds Exempla's capacity to accept clinical students, enhance the clinical

The Jefferson County Workforce Center has helped Coors Brewing Company in our efforts to provide our workforce with timely, relevant training....Coors Brewing Company is proud to be partnered with the Jefferson County Workforce Center, working to help keep our community working."

Bob Merchant
Vice President,
Manufacturing &
Planning
Coors Brewing
Company

Four staff members received their Global Career Development Facilitation and Certifications (GCDF) in PY05. This brings the total number of GCDFs at JCWC to seventeen.

environment for nursing students, and helps to retain nurses with increased pay and responsibility.



Jefferson County Workforce Center's New Building

Fostering Opportunities for Youth

Jefferson County Workforce Center's youth program, Jeffco YouthWorks, along with the Youth Council, has created a performance-driven system that meets the demands of high-risk youth and the universal population. Following are the initiatives of YouthWorks staff.

Independent Living Skills

Jeffco YouthWorks, Jeffco Human Services Children, Youth, and Families, Jeffco Mental Health, and McLain Community High School collaborated to conduct formal life skills assessments and teach independent living classes for a universal population, train facilitators, and create an instructional Toolkit. In addition, Jeffco YouthWorks partnered with Jeffco Schools and the Division of Youth Corrections to align workplace competency skills training programs and share expertise on technical career training programs.

Career Pathways

To ensure all youth have access to career preparation services, including transition skills training, Jeffco YouthWorks used youth discretionary funds to implement a career pathways

project. By compiling labor market information (LMI), including regional information and local educational programs, this project is implementing a sustainable and replicable model. Staff members conducted research in the homeland security and geo-spatial industries to identify training programs and employers.

Gilpin And Clear Creek Counties

The Mountain Center Youth Council continued planning services for Gilpin and Clear Creek counties related to career exploration, GED preparation, and experiential opportunities. This includes computers at the Gilpin County Cooperative Extension Office to increase accessibility to the CHOICES program and other career development resources. In addition, JCWC established a relationship with the Clear Creek and Gilpin county recreation centers to assist youth with Water Safety Instructor and Lifeguard Training. Six youth completed the instructor training and nine youth completed the lifeguard training.

Two job readiness workshops were offered at the Gilpin County Community Center with approximately 17 youth in attendance. Training was provided on applications, interviewing, and labor market information. In addition, Gilpin County High School held a Future Fest night for incoming seniors to explore the options of college or the alternatives to school. JCWC participated in this event by providing information to approximately 20 students on the WIA program (both youth and adult), local job opportunities, and apprenticeship programs.

Youth Job Fair

JCWC's annual YouthWorks Job Fair attracted approximately 1200 youth, 25 community agencies, and nearly 50 businesses, making it one of the largest in the state. Businesses who attended the event included Sonic, Auto Zone, Home Depot, Fish 'N Farm, Dave and Busters, Six Flags Elitch Gardens, and FedEx. In addition, the Youth Council and Jeffco Schools Career Advisory Council added a career expo component to this year's fair. This expo provided pathway information including hands-on exhibits of the process technology, geo-spatial, and health industries. The event, which was held at the Jefferson County Fairgrounds on March 7, 2006, attracted several television news stations such as Channel 9, 4, and 7, some of which held interviews and live shots in their morning and afternoon broadcasts.



One of the Jefferson County Workforce Center's youth participants in asphalt hot mix training.

Rocky Mountain Education Center

Jeffco YouthWorks partnered with the Rocky Mountain Asphalt Education Center to develop and deploy a comprehensive plan to respond to the emerging needs of the asphalt

industry. This included the development of a customized internship program which consists of a three day Quality Control & Quality Assurance (QC & QA) technician training at the Rocky Mountain Asphalt Education Center. The internship program prepares customers for entry-level certified positions in less than four months with many opportunities for advancement offering earning potential of up to \$60,000 annually. To date, 75% of youth participants have been hired directly from their internship site with an average starting wage of eleven dollars per hour.

Literacy Project

JCWC developed a comprehensive strategy to help low-skill, low-literacy, and low-wage workers transition into education, training, and/or employment through assessments and intensive job search assistance. As part of the project, JCWC partnered with the Gilpin County Library in the purchase of two computers and GED preparation software for the Library to provide access to literacy services in the mountain area. In addition, new assistive technology was installed at both of the mountain workforce centers.

Jeffco YouthWorks also partnered with Red Rocks Community College to implement the College Gateway Program for the First Judicial District as well as a literacy program at the Jeffco Jail. Using grant funds for start-up expenses, JCWC hired a part-time, temporary employee to develop an operation plan and finalize curriculum. This project will be sustained by RRCC and tuition dollars.

“Exempla Lutheran Medical Center values our partnership with the Workforce Center in helping to train a future healthcare workforce for our community. In light of a growing nursing shortage, it is imperative that we spend dollars wisely to help build the infrastructure to increase the number of competent nurses to care for a community with growing needs.”

**Carol Salzmann, RN
Community
Development
Director
Exempla Lutheran
Medical Center**

“When you lose a job you need support and ideas in this day and age. They (Jefferson County Workforce Center) help empower you.”
Pamela Wallen
Job Club Participant

In partnership with Colorado Works, GED preparation software was ordered to provide free literacy and GED instruction at JCWC's main site. In addition, specialized services have been developed and implemented to provide workplace competency preparation, intensive job search skills training, computer skills upgrades, and the identification of career pathways for customers with low literacy skills.

Casino Management Grant

With the multitude of casinos in Gilpin County, Jefferson County Workforce Center developed the Casino Management Grant to aid the casinos in developing and retaining a skilled workforce. The purpose of this grant was to develop a viable career path for employees of the casino industry in Colorado such as those existing in other states with large gaming industries. To accomplish this, grant monies were used to design a course to groom employees entering into management positions, move into higher levels of management, and/or to increase the skills and knowledge of their current management positions. To date, 29 people have enrolled in the course which exceeds the Center's enrollment goal by 20%.

Mature Worker Project

Through Adult WIA funds, Jeffco addressed the workforce needs of what continues to be the fastest growing sector of the population – the Mature Worker aged 50+. Due to the increase in the over 50 population and heavy competition for the available jobs, JCWC received discretionary funds for skills training and job search assistance to help this population receive upgrades to prepare them for their next careers.

JCWC also worked with other metro area workforce centers to support job fairs for this critical population. JCWC participated in Arapahoe/Douglas Workforce Center's "50+ and Fabulous" job fair on March 14, 2006. The fair enjoyed an excellent turnout in which more than 40 metro-Denver area employers participated. JCWC will be participating in Adams County's "50+ and Fabulous" job fair in September, 2006 and plans to hold its own fair at the JCWC location in March, 2007.

Another significant partnership exists between the Jefferson County Workforce Center and the Seniors' Resource Center (SRC). SRC provides centralized and coordinated service, information, education, and leadership to assist seniors in maximizing their independence and personal dignity.

Job Club/UI Reemployment Services Grant

The Unemployment Insurance (UI) Reemployment Grant was designed to provide individualized and small group assistance to a targeted group of UI claimants that were facing a more difficult time in finding reemployment. JCWFC's Job Club became the driving force of the grant. The Job Club is a networking group that provides support, job leads, speakers, and job search guidance to UI claimants that attend the weekly meetings. Each Job Club member also had access to mock interviews, one-on-one resume assistance, intensive job search, skills assessment, and testing.



ECONOMIC TRANSFORMATION



Jefferson Economic Council

Committed to the economic vitality of Jefferson County, the Business Services Team formed numerous alliances with community economic development organizations. For more than fifty years Jefferson Economic Council (JEC) has concentrated on creating, expanding, and retaining high-paying primary jobs that fuel the economic health and vitality of the community. The Workforce Center partnered with JEC on a number of outreach efforts including:

- Creating a business expansion and retention program which focuses on 130 high-tech primary Jefferson County employers
- Collecting information from each company for a business survey and meeting with company executives to develop strong working relationships
- Developing a Workforce Development Resource Guide
- Sponsoring the 2006 Economic Forecast Breakfast, a sold-out event that reveals what is on the horizon for the following year's economy and business climate
- Sponsoring the 13th Annual Industry Appreciation Awards where JCWC presented the Rocky Mountain Asphalt Education Association with the first Jefferson County Workforce Partnership Award

To aid in this effort, JEC and JCWC worked together to purchase E-Synchronist software. E-Synchronist is a web-based software tool which provides an excellent way to organize, analyze, and report company information, giving invaluable insights into the dynamics of the local economy and enabling JCWC to assist businesses in expanding and creating jobs. Unlike traditional business retention surveys, E-Synchronist provides a detailed analysis of survey answers and quantifiable facts to support retention efforts.

Small Business Development

Jeffco Workforce and local economic development organizations, chambers of commerce, the Small Business Development Center, as well as the Jefferson County Board of County Commissioners helped to sponsor the development of the Jefferson County Business Resource Center (JCBC). JCWC invested \$25,000 of discretionary funds for the purchase of computers and other office equipment for the Resource Center. The Workforce Center actively works with this organization to increase the amount and quality of services available to small businesses in Jefferson County



Dedication To A Demand-Driven System

Jefferson County Workforce Center's Business Services team is dedicated to helping local businesses thrive. By

I highly recommend the "Grow Your Own Employee" programs to other business owners. They offer strong tools for developing potential employees and reducing training costs. Mark came to Caterpillar by way of a work experience program and due to the training we're able to provide, he's becoming a highly qualified and valued employee."

**Bill
Supervisor
Caterpillar**

J CWC has invested considerable resources, both in personnel and in equipment, to deliver high-level instruction, both face-to-face and virtual, to accommodate learning styles, time commitments, and basic needs of customers in need of training.

going out into the community to determine where individual businesses are in need of assistance, the Business Services team is helping to develop and maintain the economic vitality of the community. JCWC's "Grow Your Own Employee" program shows businesses how to attract the right employees to meet the needs of their business, how to retain their valued employees, and even reduce training costs.

Over the past year, the Business Services team worked with nearly 700 businesses in the Jefferson County area. These businesses include LaFarge, Coors, Coors-Tek, Exempla Lutheran Medical Center, Jefferson County, St. Anthony's Hospital, Manpower, 7-11, Aero-Tek, Service Magic, casinos in Black Hawk and Central City, and many more. Whether the need exists for finding quality employees, or a better process for staff development, the team works diligently to ensure that businesses thrive.

WIRED Grant

Jefferson County Workforce is participating in a Workforce Innovation in Regional Economic Development (WIRED) grant which will enable a regional coalition to research and produce a long-term strategic plan to prepare local workers for high-skill, high-wage jobs in industries including aerospace, bioscience, energy, information technology, and finance. The Metro Denver Economic Development Corporation is the lead for convening industry panels and developing industry action plans. The eight counties involved in the Metro Denver WIRED partnership are Denver, Adams, Arapahoe, Boulder,

Broomfield, Douglas, Jefferson and Larimer, as well as numerous local partners in the education, business, and economic development sectors. Members of the Tri-County Workforce Board attended the May 15, 2005 kickoff luncheon for the WIRED grant featuring Emily DeRocco, Assistant Secretary for Employment and Training. Additionally, two staff members were part of the presentation to the United States Department of Labor's (USDOL) delegation on process technology at RRCC.

Workforce Training to Meet Business Needs

Jefferson County Workforce Center has taken strides to create a skilled workforce to meet current and future business needs. Central to this process, a Training and Assessment Administrator was hired to research assessment and training tools and conduct assessments and training sessions on a full-time basis. New assessment programs offered as a result include Choices and Qwiz. In addition, Breeze software was purchased to give PowerPoint presentations voice-over and other interactive capabilities to make training sessions interactive. Breeze also allows customers to download a training presentation from the Center's website and complete training modules at home.

The Workforce Center has acquired additional tools to aid in the training and assessment process including WorkKeys, KeyTrain, and Learning Line. WorkKeys is a valuable tool for businesses to help identify the skills any particular organization needs to help its employees be successful on the job. KeyTrain is a curriculum to help improve WorkKeys scores. Combined,



the WorkKeys and KeyTrain assessment and tutorial system offers a standardized certification opportunity for job based competencies which will support the Center's efforts to meet the needs of both businesses and job seekers.

Workforce Development Month

Jefferson County Workforce celebrated Workforce Development Month through a stream of events which focused on workforce development issues. These events included statewide and local partners, chambers of commerce, and members of the Workforce Board and Youth Council.

Jefferson County Youth Council held its first annual "Outstanding Youth Award Celebration" on Tuesday, September 27, 2005. The event

celebrated 28 youth for their achievements in education and for overcoming barriers and finding success. The awards were presented by leaders of numerous local community, educational, and economic development organizations. Two of the youth recipients were offered financial aid and/or scholarships to Red Rocks Community College by the College's president, Cliff Richardson.

Jeffco sponsored three chamber of commerce events which focused on Workforce Development issues, featuring Greg Churchman, an interview and retention strategist, as the speaker. Churchman authored the book, "Daterviewing: Exposing the Biases that Influence Hiring Decisions" and writes a monthly column for the *Denver Business Journal*

W

orkKeys is a valuable tool that can be used by both the job seeker and the employer. This tool allows the employer to:

- Increase their bottom line through skilled employees
- Reduce turnover, overtime, and waste
- Reduce training time
- Increase productivity
- Allow promotion through performance

This is a win-win situation for both job seekers and employers!

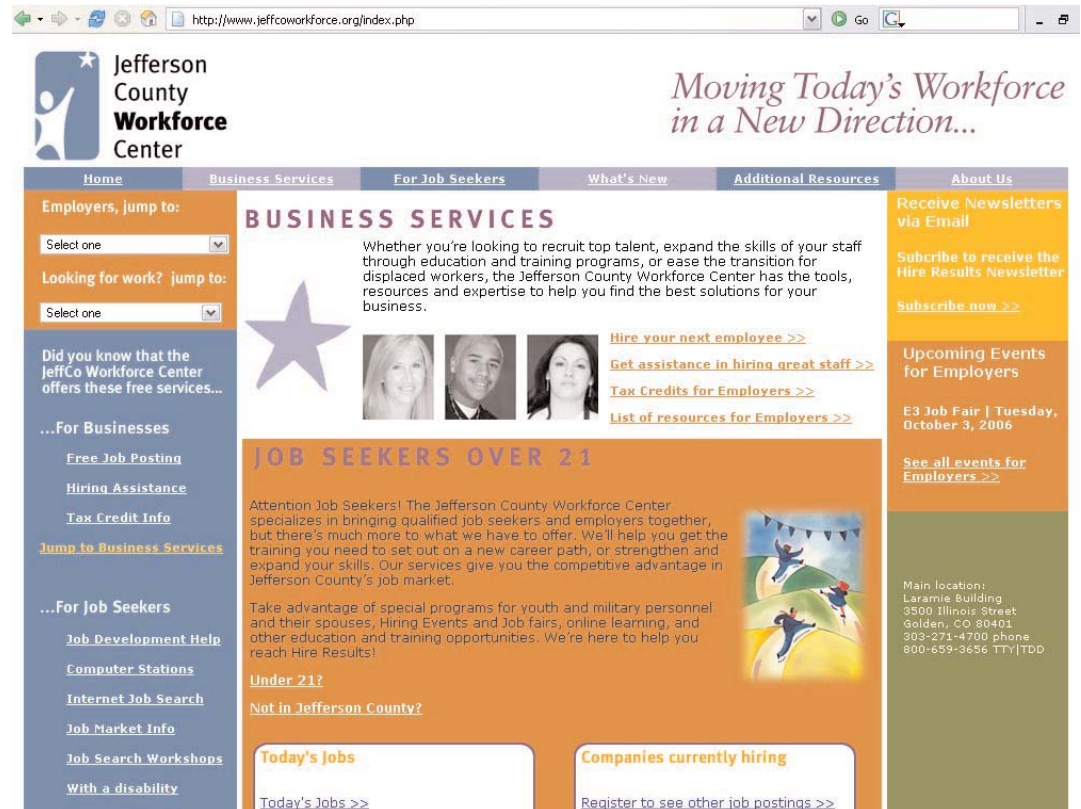
called "Hiring the Best." Churchman delivered presentations at two membership luncheon events, and also at a business roundtable discussion, all of which fell within Workforce Development Month.

Marketing

Marketing funds made available through the Office of Workforce Development were used to purchase services to support the Center's change of name to Jefferson County Workforce Center, serving the Tri-County Region. These services included graphic design for two new web sites (jeffcoworkforce.org and jeffcoyouthworks.org) as well as for collateral materials.

Funds were also used to purchase advertising in local chamber of commerce and economic development

magazines announcing the name and location change. Marketing funds were leveraged to brand the statewide system along with the dual mission that the statewide network of workforce centers embodies. JCWC also adopted a theme of "Moving in a New Direction" which showcases not only that the Center's services are being moved to a new location, but also to demonstrate the innovative techniques that are being used to drive the workforce system in a new direction.





Employment Services of Weld County

REGIONAL PROFILE

Weld County is located in the north-central portion of Colorado, encompasses 3,999 square miles, making it the third largest county in the state, and has an estimated population of 217,781. The economy is a diverse mix of agriculture, advanced technology, manufacturing and service firms. Weld County continues to be the leading producer of cattle, grains and sugar beets in the state, the leading agricultural products seller in the state, and the fifth largest producing county nationally. Weld County also ranks as the second leading producer of oil and gas in the state.

The Weld County economy performed well in 2005 and it is expected that this performance sets the stage for anticipated growth throughout 2006 and 2007. Unemployment in the County decreased from 5.4% in 2004 to 5.1 in 2005 (a decrease of .3%) and data from March 2006 shows the

unemployment rate has continued to decline to a 4.6% rate. Employment numbers in the county continued to improve and showed a 2.27% increase from 2004 to 2005, and job growth is anticipated to continue to be steady.

The following chart identifies the demographics of the customers served in the workforce center during the period of July 1, 2005 - May 31, 2006. A review of data captured for this eleven month period shows there has been approximately a 1.7% decrease in the total number of active job seekers compared to the similar period last year, which would correspond to the improved economy. There was approximately a 10% decrease in the number of job seekers that received staff assisted services, which could be attributed in part to an increase in the number of Web registrations. On average, more individuals 45 and older, as well as employed workers, are utilizing the system. The Weld County Board of Commissioners administers all

Demographics of Clients Served

Total Job Seekers	Total Job Seekers	Employed	Unemployed	UI Eligible Claimant	Hispanic	Non-Hispanic
Total Active Job Seekers	14,059	2,187	11,872	5,301	6,066	7,993
Veterans & Eligible Persons	1,315	251	1,064	691	208	1,107
Male	7,666	1,208	6,458	2,936	3,270	4,396
Female	6,393	979	5,414	2,365	2,796	3,597
Youth	1,417	147	1,270	29	679	738
Adult 19 and over	12,642	2,040	10,602	5,272	5,387	7,255
19-44	9,114	1,536	7,578	3,291	4,325	4,789
45-54	2,414	360	2,054	1,323	785	1,629
55 and over	1,114	144	970	658	277	837
Received Staff Assisted Services	13,580	2,102	11,478	5,095	5,935	7,645



employment and training programs through the Weld County Division of Human Services. These programs are then delivered through Employment Services of Weld County, a department of the Weld County Division of Human Services.

The Weld County Workforce Development Board (WFB) shares oversight and planning responsibilities for the delivery of all services through Employment Services. In this capacity, the Weld County WFB joins with the Board of Weld County Commissioners in the development of the goals and objectives, system design, monitoring and evaluation of program activities.

Employment Services is an integrated system offering the widest variety of employment and training programs and services to meet the needs of our customers. The major integrated programs administered under the Workforce Center for PY 2005 were:

- Workforce Investment Act (WIA) programs for adults, dislocated workers, and in-school and out-of-school youth
- Basic labor exchange services under the Wagner-Peyser Act
- Weld County Youth Conservation Corps/AmeriCorps
- Colorado Works in Weld County Program (Temporary Assistance for Needy Families - TANF)
- Employment First Food Stamp Job Search Program
- Disability Program Navigator

- Governor's Summer Job Hunt Program
- TANF Summer Youth Program
- WIA Youth -Positive Transitions for Incarcerated Youth Project
- Certified Nurse Assistant Expansion Project
- Return Unemployment Insurance to Employment Program
- TIGHT Youth Corps
- Youth Transitions Grant

Employment Services continues to be a customer-focused system providing customer choice and a place where customers are able to choose how and where to get the information, assessments, education, and training to best meet their needs. Through the operation of the basic labor exchange, job seekers and employers are able to obtain information regarding regional and statewide job placement services. Customers are also able to access national job placement and labor market information through the use of internet access available either at the Workforce center or at remote locations that have the necessary technology.

Private sector involvement continues to be a major emphasis in the design and delivery of employment and training services available through Employment Services of Weld County. The Workforce Development Board, through its various planning committees, and Employment Services, continues to emphasize quality in employment and training activities and programs.



The goal of the Weld County Workforce Development Board and Employment Services is to deliver quality services, which assist individuals in gaining the skills necessary to obtain and maintain a job that will lead them to economic self-sufficiency. Areas designed to meet this goal include: the structure of Employment Services, our linkages and coordination efforts with other agencies and community resources, and the ongoing design, development and delivery of innovative service models.

PARTNERSHIPS

During the past program year, the Weld County Workforce Development Board addressed and met numerous challenges. Identifying areas for improvement has been, and continues to be, a focus for the Weld County Workforce Development Board. To aid in this endeavor, Employment Services continued to work on the areas identified in the Workforce Boards Continuous Improvement Plan.

The population growth in the southern part of Weld County will require additional emphasis and resources devoted to serving this population area's needs. Employment Services will be moving into a new building in Ft. Lupton in the fall of 2006 which will increase access to services for customers in this area.

Transportation Initiatives

To address transportation needs, active recruitment for individuals to be trained in truck driving has been a priority, and a task-force of the Weld County Workforce Development Board was developed to identify

additional strategies to meet the needs of employers. The Weld County Workforce Development Board's Transportation Taskforce was formed and met numerous times in 2005 and will continue to meet to develop and implement strategies in 2006-2007. A link for Professional Drivers has been added to the Employment Services web site and will be actively marketed in the upcoming year to encourage professional drivers to apply for positions with listing employers. This site will also be used to provide occupation and resource information for future truck drivers.

Training for limited English speakers to become CDL certified was developed over a year ago and continues to be offered as an alternative for employers. A job fair is planned for September 2006 to provide a venue for encouraging individuals to look into this as a viable career and link them to training providers as well as offer current drivers the opportunity to interview with employers. Employers needing truck drivers have been, and will continue to be, invited to participate in our job fairs to promote employment in this occupational area.

Rockies Workforce Energy Coalition

Employment Services is also a partner with the Rockies Workforce Energy Coalition. This coalition represents key energy employers like Shell, Halliburton, Encana, Key Energy, and Suncor, as well as education and workforce development officials representing Colorado, Wyoming, Montana, North Dakota, and Utah. An **Energy Employer Service Guide** for accessing the workforce system in the 5 state region was developed to assist employers in using the

The goal of the Weld County Workforce Development Board is to deliver quality services, which assist individuals in gaining the skills necessary to obtain and maintain a job that will lead them to economic self-sufficiency.



WIA Performance PY05

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	105%	Entered Employment	98%
Employment/Credential	98%	Employment/Credential	92%
6 Month Retention	88%	6 Month Retention	102%
6 Month Earnings Change	148%	*6 Month Earnings Change	-1347%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	101%	Diploma	83%
Employment/Credential	80%	Skill Attainment	115%
6 Month Retention	110%	6 Month Retention	112%
6 Month Earnings Change	139%		
CUSTOMER SATISFACTION			
Standard	Percent of Goal		
Satisfaction - Employers	95%		
Satisfaction - Job Seekers	101%		

workforce system to meet their employment needs. A link on the Employment Services web site is also being enhanced to provide Weld County job seekers the ability to access information concerning job openings and training available in Wyoming, Denver, and North Dakota.

Addressing the energy workforce shortages in the region has resulted in a five-state regional collaboration effort and will result in increased training and employment opportunities for job seekers, as well as increase access to the labor force for employers.

Health Care

Employment Services continues to work with **Aims Community College** to address health care shortages. Aims shares our commitment in this area, and their dedication is demonstrated by expanding their capacity for training by building a new Allied Health Care building at the Greeley campus.

Support of Small Businesses

Supporting small businesses continues to be a priority for Weld County. The

Greeley/Weld Small Business Development Center will continue to partner with Employment Services to help bring services to small businesses. They are a valuable resource for referrals for customers who are interested in small business opportunities. Upstate Colorado Economic Development coordinates information and services with our office as businesses identify a workforce need.

In addition to the collaborative partnerships with agencies providing services to small businesses, we have developed marketing efforts specifically designed to reach the small business owner. This includes a quarterly newsletter made available to business owners through the various Chambers of Commerce in the county. This newsletter addresses workforce information that may be of interest to the employers, and our local business plan addresses employer relations and outreach. The **Small Business Development Center** is one of the partners in our business services plan. As indicated above, Employment Services and Upstate Colorado Economic Development are members



of the Metro WIB and part of the WIRED grant and will incorporate appropriate strategies identified from this collaboration as they are developed.

Support of Youth Transitions Grant

An additional challenge area that we will focus on in 2006-2007 will be expanding employment opportunities for youth with disabilities. Through funds provided in 2005 under the Youth Transitions Grant for planning and conducting a gaps analysis, efforts were made to solidify our existing relationships with schools and the community based organizations serving youth with disabilities and as a result a collaborative plan was developed which identified the targets and goals we will work on for the next year. A Workforce Board task-force was identified and will continue to work on developing strategies to more effectively engage employers in this arena.

TALENT DEVELOPMENT

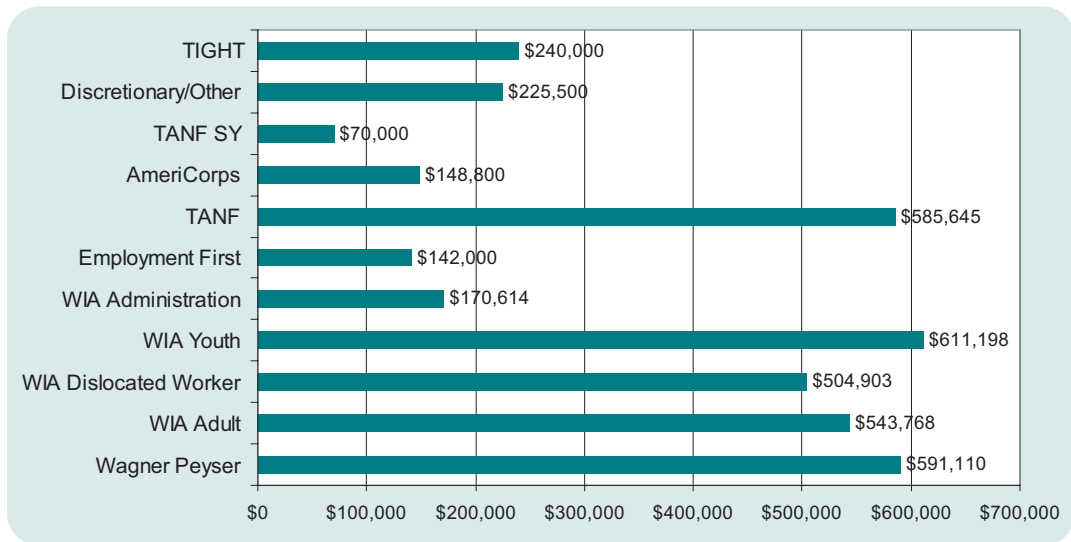
The following chart identifies the various funding levels of the programs operated by Employment Services of Weld County in 2005.

Youth Strategies

Employment Services has developed a number of strategies that focus on serving Weld County youth. Employment Services submitted for and was awarded a continuation grant for our **AmeriCorps Program**. Workforce Investment Act (WIA) Youth, Weld County Youth Conservation Corps (WCYCC), Junior Corps youth, and other youth, have the opportunity to participate in the WCYCC AmeriCorps Program to learn a variety of skills and earn money for college. Presently, we are developing a program which will be funded by the Weld County Department of Social Services to serve 14 and 15 year old youth who are in foster care. The first two years of this program will focus on increasing the developmental assets of the youth, which includes such things as refusal

Addressing the energy workforce shortages in the region has resulted in a five state regional collaboration effort and will result in increased training and employment opportunities for job seekers.

Program Year 2005 Funding



The CNA Expansion Program has met and exceeded all its goals. As a result of this project, new clinical sites were developed and over 200 participants completed the Nurse Aid training.

skills training, sexual abstinence, increasing social skills, increasing skills in reading and math, basic career exploration, initial work experiences, etc. As youth progress and turn sixteen, they will be involved with the **CHAFEE program** through the Department of Social Services and will also be considered for participation in WIA youth programs and associated activities.

As a member of the Metro Workforce Investment Board (WIB) and a partner in the WIRED grant, Employment Services will be actively involved in the development and implementation of the goals and objectives established through the grant and will participate in the various panels convened. Planning is the primary activity expected to take place in 2006; however, we will share information obtained from the higher education panel of the grant with the thirteen K-12 school districts in Weld County as well as with Aims Community College and the University of Northern Colorado. As potential programs and initiatives are explored, the Weld County Workforce Board will convene the appropriate partners to determine next steps.

The following outlines a few of Employment Services of Weld County's innovative projects designed to increase the training opportunities for customers and to develop the talent needed by local employers.

CNA Expansion Program

The Weld County Workforce Board continued to address regional health care shortages by applying for a discretionary grant to fund a Nurse's Aid Program Expansion project at Aims Community College. Nurse Aid

is the first step for many individuals who then go on to obtain a practical nursing certificate or a nursing degree. This program has met and exceeded all goals. As a result of this expansion project, new clinical sites were developed and there were over 200 enrollments into the Nurse Aid Program.

Partners in this project included: Employment Services of Weld County, Aims Community College, Brighton Care Center, Life Care Center, Poplar Grove Care Center, and Rose Terrace Care Center.

Return Unemployment Insurance to Employment (RUIE)

This project continues to be geared towards providing focused labor exchange and intensive marketing skills services to Unemployment Insurance claimants. Unemployment Insurance (UI) participants/recipients seeking assistance through Weld County Employment Services are provided job readiness services to accelerate their return to the labor force. Additional time and resources are made available to staff assisting UI claimants who are not enrolled in WIA, or other subsidized programs, to ensure they receive core and intensive services offered through typical subsidized programs.

Partners in this project include: Employment Services of Weld County; the Workforce Investment Act; and Weld community based agencies.

In its 2nd year of implementation, RUIE served a total of 435 participants. Recruitment, Intake, Services and Follow-up were the 4 stages of design that made up the program's delivery system. A variety



Program Year 2005 Funding

	OUTCOMES	YEAR CUMULATIVE
Number of Job Placements	38	29
Job Placement Rate	15%	6.67%
Number of Entered Employment	75	79
Entered Employment Rate	30%	56.92%

of recruitment practices allowed staff to exceed the enrollment goals by 58%. The program established seven service goals at the onset of the program. Four out of the seven goals were accomplished.

Four (4) outcome measures were planned for the Program Year. Placements were tracked through various means which included: phone contact, mail correspondence, wage screen verification, and automated reporting through wage records. This year staff exceeded planned placement goals for the program; 56% of the participants that terminated found employment within the first quarter after exiting.

Disability Program Navigator

The Colorado Disability Program Navigator position is designed as a referral resource for customers of the workforce system who have a disability to ensure universal access to all programs and services. Additionally, the Disability Program Navigator evaluates the accessibility of the workforce center and system services. Services provided by the Navigator include: working directly with individuals with disabilities to assist them in obtaining needed services; advocacy on their behalf regarding workforce needs; case management; client centered counseling; and being a resource for

employers and workforce center staff. A wide variety of partnerships have been developed under this initiative.

During 2005, the Disability Program Navigator Project accomplished the following:

- Worked with the Employment Services' Employer Relations unit to provide disability information to employers
- Completed and implemented a new employee disability awareness training policy
- Provided training to local disability agencies regarding programs and services available at the workforce center
- Began work with the City of Greeley's Commission on Disability to prepare a job fair for individuals with disabilities in October of 2006
- Worked with the Department of Social Services on behalf of individuals with disabilities to ensure appropriate services in the application process
- Worked with the Community Transitions Team, a committee of community disability



The MYAT program strives to reduce the number of youth entering the child welfare and juvenile justice system. Interventions focus on reducing family conflict, truancy, oppositional/defiant behavior, polysubstance abuse and unemployment.

agency representatives, to define necessary projects to provide more integrated services for youth with disabilities

- Assisted with resource mapping, focus groups, and planning for the Youth Transitions Grant awarded to the workforce center through the Colorado Workforce Development Council and the Office of Workforce Development
- Worked with disability agencies and local programs to increase knowledge of and referrals to the workforce center
- Worked with Workforce Investment Act, School to Work Alliance, and Department of Vocational Rehabilitation staff to increase the collaboration and support between the programs

[Gee Whiz Health Camp](#)

Employment Services of Weld County and Aims Community College continued to offer the Gee Whiz Health Camp. This camp introduces younger youth to various health occupations, and Employment Services of Weld County and Aims Community College collaborate with North Colorado Medical Center (NCMC), the University of Northern Colorado (UNC), Bonell Good Samaritan Center and Medline to continue the delivery of the Gee Whiz Health Camp program. Through the operation of two separate camps, the program is designed to familiarize youth ages 14-15 and older youth ages 16-21 with

health care occupations and the types of working environments utilizing a “see, touch, experience and share” format. The camp was operated for four days and offered a variety of experiences related to the medical field.

Partners in this project include: Employment Services of Weld County; Weld County Department of Social Services; Aims Community College; North Colorado Medical Center; University of Northern Colorado; Bonell Good Samaritan Center; and Medline. Funding for the project came from Temporary Assistance for Needy Families (TANF) and Aims Community College funds. Each entity covered various costs of the Camp.



[Multi-disciplinary Youth Assessment Team](#)

MYAT is a collaborative effort involving Weld County Department of Social Services, Island Grove Regional Treatment Center, North Range Behavioral Health, Weld County Employment Services, Weld County Health Department, Weld County Juvenile Probation, Greeley/Evans School District 6, Centennial BOCES,

St. Vrain School District and Life Bridge Church.

The MYAT program strives to reduce the number of youth entering the child welfare and juvenile justice system. Interventions focus on reducing family conflict, truancy, oppositional/defiant behavior, polysubstance abuse and unemployment. A primary focus is the safety of the child and family in both the home and community environments. Pertinent data includes:

- 983 families received services during 2005-2006. 206 families had cases opened for long term intervention and support. MYAT was projected to provide referrals, support and follow-up services to 900 families by the end of 2005-2006.
- 93.2% of youth receiving case management services have continued to reside at home or in kinship care. The target goal was 91%.
- 6.8% of youth who received case management services resided out of the home by the end of 2005-2006 year. 50% of those youth penetrated the child welfare system. 21% entered residential treatment, 29% entered foster care, 7% were hospitalized, and 43% resided with other relatives.
- 10.7% of cases were terminated due to youth penetrating the juvenile justice system. The anticipated number was to be 14%.

- 67% of families who successfully completed the program and responded to follow-up data collection efforts report they continue to utilize recommended community services.



TANF Summer Youth Employment

The TANF Summer Youth Employment Program targets economically disadvantaged youth, 14-15 years of age, from Temporary Assistance for Needy Family participants, families on Medicaid, families receiving food stamps, and foster children. It allows younger youth to participate in positive activities throughout the summer to gain work and, life skills, earn money and receive remedial or academic enrichment while encouraging them to remain in, or return to, school. An Individual Service Strategy is developed for each youth participant to determine individual training in employment and education as well as the support needed in setting and reaching goals. Youth work 4 to 8 hours per day, 3 to 5 days per week, for a total of 20 hours per week for 8 weeks depending on individual circumstances and preferences. The Employment Services Learning Lab and CCC Destinations Learning System are used for youth in need of

The goal of the TIGHT Program is to delay/eliminate the need for out-of-home placement by exposing participating youth to a variety of worthwhile projects within their communities. Additionally, by being engaged in activities that promote growth in self esteem and sense of community, corps members realize that there are positive alternatives available to them.

remediation/academic enrichment activities. Coordination also occurs with local school districts for those in need of remedial education in math and reading.

During the summer of 2005, 55 youth were placed at employment sites throughout the county. Of the total participants in Summer Youth Employment, 53 youth participated in remedial or enrichment activities and two attended summer school. Achievement results included grade level gain and school credit through School District 6. One hundred percent (100%) of the youth either maintained or enhanced their academic performance. Forty-one of the fifty-five youth who worked during the program received ratings between 90 -100% on their evaluations of workplace competencies. Five received 60-80% ratings. Bonus monies were awarded to youth who participated in life skills enhancement workshops each week. Seven life skills workshops were offered and included topics such as Money Management, Rethink Anger Management/Conflict Resolution, Abstinence Training/Pregnancy Prevention, Dropout Prevention, Drug & Alcohol Prevention, and STD Awareness. There was a total of 47 youth who attended at least one workshop.

Partners in this project include: Employment Services of Weld County; Weld County Department of Social Services (TANF); the Weld County Health Department; and numerous public locations throughout the County.

Improving Transition Outcomes for Youth with Disabilities

The goal of Youth Transitions grant is to improve the transition outcomes for youth with disabilities ages 14-25 through the use of intermediaries and improve transition services through the workforce development system. Prior to the development of the local plan, a resource mapping was completed with partner agencies, school districts, BOCES, Aims Community College, and UNC. Additionally, youth with disabilities, and their parents, participated in focus groups and provided their input regarding improving the access to the workforce development system to reduce the barriers for the youth.

The information gathered illustrated that there were opportunities that could be explored to better align services. These included the need for developing cross training opportunities throughout the various agencies, developing uniform interagency and community practices, improving collaboration with other school's programs, and providing for staff development programs/activities for all transition programs.

E-Colorado is being considered as a tool to help in this area as a means to identify, maintain and distribute information regarding the various transition components and their related goals. We are exploring the potential for all parties involved with youth in transition services to register, communicate on-line, and update information through this portal. Additionally, establishing a link for definitions, youth portfolios, and program/service newsletters is being considered.





TIGHT Youth Corps

The Teamwork, Innovation, Growth, Hope, and Training (TIGHT) Youth Corps Program is designed to engage youth who are involved in out-of-home placement situations through the Department of Social Services Youth in Conflict program. This includes youth who have been remanded to detention with subsequent release to a Residential Treatment Center for drug rehabilitation services. Youth are engaged in a variety of positive activities for approximately 8 hours a day, five days a week, which include: community service activities; educational components; life skill development activities; and in home mental health counseling.

The goal of the TIGHT Program is to delay/eliminate the need for out-of-home placement by exposing participating youth to a variety of worthwhile projects within their communities. Additionally, by being engaged in activities that promote growth in self esteem and sense of community, corps members realize that there are positive alternatives available to them. They learn that when they make positive choices, the service they perform has value and that they can and do make a difference in their communities.

Pertinent data includes:

- The number of youth and families served between July 1, 2005 and June 30, 2006, is 28.
- 95.5% of youth have successfully remained in their home at the 90 and 180 day marks. The target goal was 83.7%.
- 17.8% of youth have had their probation revoked. This is an 82.2% reduction in criminal recidivism to date. The target goal was 83.6%.
- 91% of families have successfully accessed and utilized recommended community resources
- 100% of youth participate in community projects allowing them to make reparations to the community and develop pro-social relationships.
- 35% of youth earned their high school diploma or GED. All program participants are involved in daily educational programs and have achieved multiple grade level improvements. 58% of youth successfully reentered the public school system.

Partners in this project include: Employment Services of Weld County; Weld County Department of Social Services Youth in Conflict Program; Probation, 19th Judicial District; Island Grove Regional Treatment Center; Youth Emancipation Services; and Nelson, Wolf Associates.



Employment Services will be an active partner in the Metro Workforce Development Board (WIB), and it is expected this partnership will provide increased training opportunities in demand occupations for Weld County job seekers.

ECONOMIC TRANSFORMATION

Employment Services of Weld County has a very solid and strong relationship with Upstate Colorado Economic Development. Regional collaboration efforts between Employment Services of Weld County, Larimer County Workforce Center, and the State of Wyoming Workforce Development Services have helped provide direction for current as well as future strategic planning opportunities.

Rocky Mountain Industry Training Center

An initiative was started in the fall of 2005 to assist employers in bridging the gap between the lack of qualified workers and the demand for individuals with adequate skills to maintain, calibrate, and repair high-tech mechanical, electrical and electronic equipment used in today's manufacturing environments. As a result of the regional collaboration efforts, a partnership was developed with the Rocky Mountain Industry Training Center located at the Laramie County Community College in Cheyenne, Wyoming and their Integrated Systems Technology Program. Information concerning this program is provided to employers through a variety of means including seminars and information sessions. Sessions include background information on the need for these skills and how both individuals and employers can access training resources.

Small Business Development Center

In addition to the collaborative partnerships with agencies providing services to small businesses, we have developed marketing efforts

specifically designed to reach the small business owner. These efforts include a quarterly newsletter made available to business owners through the various Chambers of Commerce in the county. Newsletters address workforce information that may be of interest to the employers, and our local business plan addresses employer relations and outreach. The Small Business Development Center is included as a partner in our business services plan. Employment Services and Upstate Colorado Economic Development are members of the Metro WIB and part of the WIRED grant and will incorporate appropriate strategies identified from this collaboration as they are developed.

Transportation Task Forces

Separate task forces were formed to address two transportation issues. One task force was formed to address the issues of a shortage of qualified truck drivers in relation to the growing number of job openings. Taskforce members in this initiative include Aims Community College, Leed Energy Services, Meadow Gold, Norfolk Iron & Metal, Plastic Arts, Rocky Mountain Recruiting, United States Trucking, and Calfrac Well Services Corp. A Professional Driving Opportunity Expo is scheduled for September 30, 2006, and includes prospective employers as well as training providers. Marketing for this event has included radio PSA's, press releases, and video interviews with local employers which are aired on Aims Community College's cable channel.

A second task force was formed to identify transportation alternatives for low-income individuals and Temporary Assistance for Needy

Families recipients. The taskforce is continuing to explore a variety of transportation options which include: connecting with local school districts to identify the potential for using school buses to provide transportation to individuals in rural areas; identifying mentors to provide transportation assistance; creating a car donation program; and creating a partnership with local auto dealers to facilitate the purchase of used automobiles at a greatly reduced price.

Regional WIB/WIRED Grant

The Weld County Workforce Development Board has been promoting and encouraging discussions around regional workforce collaboration. The development of new training for emerging

technologies was identified as a high priority to address workforce needs. Employment Services will be an active partner in the Metro Workforce Development Board (WIB) and it is expected this partnership will provide the opportunity to increase training opportunities in demand occupations.

As a member of the Metro WIB we will also be an active partner in the strategies developed through the WIRED grant. The president of Upstate Colorado Economic Development and the director of Employment Services of Weld County are members of the Metro WIB and this will help provide the necessary linkage to connect the economic development and workforce issues in Weld County.

http://www.eswc.org/

WELD COLORADO

Employment Services of Weld County

Home Site Map Employer Services Job Seeker Services Job-Related Resources What's New? Community Links Map/Directions to Our Office

A Colorado Workforce Center

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TDD Accessible

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Office Hours:
8:00 am - 5:00 pm

Labor Market Information

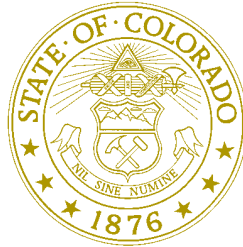
[Click Here for State Labor Market Information](#)

[Click Here for Larimer/Weld Labor Market Information](#)

[Click Here for Employers Information](#)

What's New:

- ◆ [What's New: Professional Driver's Line](#)
- ◆ [What's New: Annual Report 2005](#)
- ◆ [What's New: Apply for Owens-Illinois Work Shops](#)
- ◆ [Employer's Guide to Language Based Needs](#) * A Adobe Reader® is needed to view this file.



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